MNGT5180
Strategic Restructuring

Course Outline
Session 4, 2015

Part A: Course-Specific Information

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## PART A: COURSE-SPECIFIC INFORMATION

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

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PART A: COURSE-SPECIFIC INFORMATION

1. STAFF CONTACT DETAILS

Lecturer-in-charge: Greg Joffe
Consultation Times: By appointment. (greg.joffe@nousgroup.com.au)

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

This course is 6 units of credit course.

2.3 Summary of Course

This course covers how to align an organisation to deliver on strategy. This includes:

- Business and operating models
- organisation structure
- team and job role designs
- KPIs and performance management
- culture, and
- governance.

It then considers particular situations where this type of work may be needed including: Joint Ventures, Mergers and Acquisitions, Outsourcing and Downsizing.

2.4 Course Aims and Relationship to Other Courses

This course provides students with frameworks and practical examples so they can design an organisation to successfully deliver on its strategy. This includes organisation structure for large and smaller organisations, ranging from conglomerates to more focussed enterprises, and organisations in only one country as well as multi-national organisations. The course then covers key enablers including organisation culture, job and team designs, corporate governance and joint ventures. The students consider different approaches to implementing changes in organisation structure and which approaches work best in which situations. Finally the course considers particular situations such as mergers and acquisitions and downsizing and outsourcing as part of the overall approach to restructuring to assist students in their current and future careers.

The course follows MNGT5201 Economics, MNGT5272 Organisational Behaviour and the core MNGT5282 Strategy course. It will also fit well following any of the strategy electives as the course focusses on how to align the organisation to deliver on the strategy.
2.5 Student Learning Outcomes

When you have completed this course, you should be able to:

- describe the main features of organisations
- have frameworks to work through and describe an organisation’s business and operating model
- assess an organisational design in relation to the strategy and the environment
- analyse the multiple and interrelated aspects of an organisational design
- apply an open-systems perspective to analysing organisations and planning for change
- identify appropriate organisational and job design interventions
- make recommendations to improve the process of designing work and organisations
- recommend ways to improve the implementation of large-scale transformations such as downsizing and mergers.

<table>
<thead>
<tr>
<th>MBA Program Learning Goals and Outcomes</th>
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</thead>
<tbody>
<tr>
<td><strong>Learning Goal 1: Business Management Knowledge</strong></td>
</tr>
<tr>
<td>Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations</td>
</tr>
<tr>
<td><strong>Learning Goal 2: Critical Thinking</strong></td>
</tr>
<tr>
<td>Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions</td>
</tr>
<tr>
<td><strong>Learning Goal 3: Communication</strong></td>
</tr>
<tr>
<td>Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose</td>
</tr>
<tr>
<td><strong>Learning Goal 4: Teamwork</strong></td>
</tr>
<tr>
<td>Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes</td>
</tr>
<tr>
<td><strong>Learning Goal 5: Responsible Business</strong></td>
</tr>
<tr>
<td>Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business</td>
</tr>
<tr>
<td>Students should be able to consider the social and cultural implications of management practices and of business activities</td>
</tr>
<tr>
<td><strong>Learning Goal 6: Leadership</strong></td>
</tr>
<tr>
<td>Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams</td>
</tr>
<tr>
<td><strong>Learning Goal 7: International Perspective</strong></td>
</tr>
<tr>
<td>Students should understand the needs of undertaking business within a global context</td>
</tr>
<tr>
<td>Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues</td>
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</table>
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>
<tr>
<td>1 Business Management Knowledge</td>
<td>Know and use contingency theory of organisation design, to link strategy to organisation structure. Know and apply other frameworks to consider when designing an organization, including the process to follow to develop successful organization structures Be able to apply the key concepts of job design and team design to align individuals' roles with organisation strategy and design.</td>
<td>● Class participation – generally and as part of allocated teams during lectures ● Final take home essay to consider a current and preferred organisation design.</td>
</tr>
<tr>
<td>2 Critical Thinking</td>
<td>Critically test different possible organisation designs to assess fit for the particular environment and strategy, and determine the best approach to pursue.</td>
<td>● Class participation – generally and as part of allocated teams during lectures ● Final take home essay to consider a current and preferred organisation design.</td>
</tr>
<tr>
<td>3 Communication</td>
<td>Construct written work which is logically and professionally presented. Communicate ideas in a succinct and clear manner – in writing and verbally.</td>
<td>● Class participation – generally and as part of allocated teams during lectures ● Final take home essay to consider a current and preferred organisation design.</td>
</tr>
<tr>
<td>4 Teamwork</td>
<td>Work collaboratively to complete a task, including researching different organisation designs in teams</td>
<td>● Class participation – generally and as part of allocated teams during lectures</td>
</tr>
<tr>
<td>Program Learning Goals and Outcomes</td>
<td>Course Learning Outcomes</td>
<td>Course Assessment Item</td>
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<td>------------------------------------</td>
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</tbody>
</table>
| 5 Responsible Business             | Identify and assess the impact of different organisation design approaches on those in the organisation, as well as on the broader operating environment, when considering corporate governance, downsizing and outsourcing. | • Class participation – generally and as part of allocated teams during lectures  
• Final take home essay to consider a current and preferred organisation design. |
| 6 Leadership                       | Ability to lead thinking in considering different alternatives, and to communicate the preferred path forward in a compelling manner to others | • Class participation – generally and as part of allocated teams during lectures  
• Final take home essay to consider a current and preferred organisation design. |
| 7 International Perspective        | Understand a range of international frameworks. The case studies will also examine organisations in different countries, both single country and multinationals | • Class participation – generally and as part of allocated teams during lectures  
• Final take home essay to consider a current and preferred organisation design. |
| 8 Risk Management                  | Consider the risks and likely outcomes of not aligning organisations for success | • Class participation – generally and as part of allocated teams during lectures  
• Final take home essay to consider a current and preferred organisation design. |

3. **LEARNING AND TEACHING ACTIVITIES**

3.1 **Approach to Learning and Teaching in the Course**

The best approach to this course is to read each day’s content in advance. The lecturer will then discuss and review the frameworks in the lectures. The lecturer will seek comments and actively engage the students in discussions of different frameworks, and the application of those frameworks to real life situations and organisations.

Students will sometimes work in teams and sometimes individually examining particular organisations and considering and recommending the best path forward. Case studies from Harvard Business School and other sources will be used to draw out particular points.

The learning approach aims to ensure that students both know the frameworks and approaches, and also have experienced the thinking processes required to successfully use the frameworks.
4. ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve an aggregate (overall) mark of at least 50; and
- achieve a minimum pass grade in the final piece of assessment.

4.2 Assessment Summary

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Learning Outcomes assessed</th>
<th>ASB Graduate Attributes assessed</th>
<th>Length</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>Assessment 1 Participation in class discussions and group work and group presentations</td>
<td>40%</td>
<td>All learning outcomes</td>
<td>All ASB Graduate attributes</td>
<td>Various verbal presentations</td>
<td>During classes</td>
</tr>
<tr>
<td>Assessment 2 Take home assignment</td>
<td>60%</td>
<td>Describe main features of organisations; assess an organisation design in relation to the strategy and the environment; analyse the multiple and interrelated aspects of an organisation design + recommend appropriate organization structure and team and job designs, make recommendation to improve the how the organization works</td>
<td>All ASB Graduate attributes</td>
<td>20 hour (maximum) take home assignment. Maximum length of response will be 25 typed pages.</td>
<td>The assignment will be handed out on the first day of term. The completed document is due back via Turnitin 5pm, 10 April.</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
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4.3 Assessment Details

**Assessment 1 – Class participation**

**Weight:** 40% in total

The class will contain a mix of lectures, discussions, and team work. This component of the assessment will be based on your contribution to these discussions and team work.

The lecturer will aim to ensure that everyone has a chance to contribute individually during the course. Students will also be asked to prepare and present a short summary of particular readings for the next class.
There will also be group work during class, considering problems and case studies. In these situations, the objective will be for each member of the group to participate and to present part of the answer back to the class.

Assessment 2 – Final take home assignment

Date: Two part assignment. Part a (analysis of current state) Part b (recommended future state). Handed out in first class. To be submitted via Turnitin by 5pm, Friday 10 April.
Weight: 60%
Duration: Should require 20 hours of work maximum to complete.

This assignment is take home. It should not require more than 20 hours of work.

The assignment will require the student to assess an organisation’s current structure and propose a better structure more aligned to strategy.

Part a – assessment of current structure
Part b – recommendations on structure for the organisation

4.4 Assessment Format

For guidelines on formatting and presenting your assignment, see https://www.business.unsw.edu.au/agsm/students/resources/assessments-and-examinations

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 Australian School of Business 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: https://www.business.unsw.edu.au/agsm/students/resources/assessments-and-examinations

Quality Assurance
The ASB 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 ASB programs. All material used for such processes will be treated as confidential and will not be related to course grades.

5. COURSE RESOURCES

Readings will be provided to participants for each unit, at least 1 day in advance.
The lecturer will also use slides, which will be provided to participants.
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 a CATEI evaluation at the end of the course.

The lecturer will also seek feedback on a daily basis regarding the level of complexity of the content and the speed at which the material is being taught, in order to align the material and teaching with the needs of the students.

7. COURSE SCHEDULE

Unit 1: Introduction, overview of course, introduction to organisation design
Unit 2: Strategy to business and operating models
Unit 3: Organisation structure theory – theories of organisation design
Unit 4: Corporate parenting – when can conglomerates make sense?
Unit 5: The process of redesigning the organisation
Unit 6: Working through examples and case studies
Unit 7: Team design and Job design
Unit 8: Performance measurement and KPIs
Unit 9: Organisation culture; Corporate Governance
Unit 10: Mergers & Acquisitions and Joint Ventures
Unit 11: Downsizing and Outsourcing
Unit 12: Review and application
  Completion of any units that require further discussion
  Debrief on learnings from course to date
  Review of key points from each unit/review of the course content, addressing any outstanding questions or content that requires further discussion.
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

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.

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.

ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: http://www.lc.unsw.edu.au/plagiarism/index.html as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm.
To see if you understand plagiarism, do this short quiz: http://www.lc.unsw.edu.au/plagiarism/plagquiz.html
For information on how to acknowledge your sources and reference correctly, see: 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)

**STUDENT RESPONSIBILITIES AND CONDUCT**

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

**AGSM MBA Programs and UNSW policies**

In general, UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:  
https://www.business.unsw.edu.au/agsm/students/resources/students-rights-responsibilities

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

Information and policies on these topics can be found in the ‘A-Z Student Guide’:  

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.

2. **Attendance**

   Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.  
https://www.business.unsw.edu.au/students/resources/accept-enrol/agsm-student-enrolments#class attendance

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:  
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/.

4. 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.

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 https://www.business.unsw.edu.au/agsm/students/resources/assessments-and-examinations
and myUNSW
https://student.unsw.edu.au/exams

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.

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:** externalteltsupport@unsw.edu.au
  ➢ **Phone:** (02) 9385 3331 - International: +61 2 9385 3331

- **UNSW Business School Education Development Unit (EDU)**
  [https://www.business.unsw.edu.au/](https://www.business.unsw.edu.au/)
  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
Visit us on Facebook: www.facebook.com/educationdevelopmentunit

- **UNSW Learning Centre** (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

- **IT Service Centre:** Technical support for problems logging in to websites, downloading documents etc. 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)  
  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)  
  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.