MNGT5282
Strategy

Course Outline
Session 2, 2015

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PART A: COURSE-SPECIFIC INFORMATION

1. STAFF CONTACT DETAILS

Lecturer in charge: Patrick Sharry
Email address: p.sharry@agsm.edu.au
Consultation time: Monday morning by appointment

2. COURSE DETAILS

2.1 Teaching Times and Locations

Updated information about class times and locations can be found on the AGSM website and by logging in to the Google Calendar.

<table>
<thead>
<tr>
<th>Lecture time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday afternoon</td>
<td>To be advised</td>
</tr>
</tbody>
</table>

2.2 Units of Credit

The course is worth 6 units of credit.

2.3 Summary of Course

This course introduces you to the skills necessary to be a successful general manager. For the general manager, management is less about day-to-day operations of the firm, and more about positioning the firm, articulating a vision, and designing the firm to achieve competitive advantage. Throughout the course, examining issues essential for the firm's long and short-term competitive position will take the central stage.

2.4 Course Aims and Relationship to Other Courses

We will explore a variety of conceptual frameworks and models to analyze and gain insight about how to achieve or sustain competitive advantage. The first module of the course develops frameworks that are useful in analyzing a firm's competitive environment. We then turn on to the development of firm-specific capabilities that contribute to competitive advantage.

2.5 Student Learning Outcomes

This course is designed around five interdependent learning objectives. By the end of this course, you should:

- Understand what strategy is
- Be able to analyze the external environment an organization is situated in
- Be able to analyze the resources and capabilities of the organization
- Understand the interlinkages between the strategy of the organization and the structure of the organization
● Be able to devise strategies for the organization that derives from both the external and internal analyses performed

● Understand approaches that can be used to implement strategy within an organisation

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 ASB. 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’).

<table>
<thead>
<tr>
<th>MBA Program Learning Goals and Outcomes</th>
</tr>
</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>
</tr>
</tbody>
</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 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 ASB 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>
<tr>
<td>1 Business Management Knowledge</td>
<td>Use standard strategy frameworks to address business issues. Be able to design a strategic planning process. Be able to develop an approach for communicating strategy in an organization.</td>
<td>Exam Group presentation and report</td>
</tr>
<tr>
<td>2 Critical Thinking</td>
<td>Be able to analyse a business situation to identify strategic issues. Be able to present a structured, logical strategic recommendation for a business issue</td>
<td></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</td>
<td></td>
</tr>
<tr>
<td>4 Teamwork</td>
<td>Work collaboratively to complete a task.</td>
<td>Group project</td>
</tr>
<tr>
<td>5. Responsible Business</td>
<td>Understand the importance of social purpose in developing good strategy</td>
<td>Exam</td>
</tr>
<tr>
<td>6. Leadership</td>
<td>Understand the role of the leader in designing and implementing strategy</td>
<td>Exam</td>
</tr>
<tr>
<td>7. International Perspective</td>
<td>Understand strategies that can be used to expand a business to other geographies.</td>
<td>Exam</td>
</tr>
<tr>
<td>8 Risk Management</td>
<td>Be able to identify strategic risks to a business and make recommendations to address these.</td>
<td>Exam</td>
</tr>
</tbody>
</table>
3. LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course
The course combines an analytical approach to the issues of strategy planning, with an emphasis on the exercise of judgment by senior managers in the strategic management of the organization. The teaching method reflects this, using a combination of lectures, class discussions, and case studies. The cases selected represent a mixture of Australian and foreign companies, competing in a wide variety of industries.

You must prepare for class and participate in order for the course to be successful. Practical knowledge of complex subjects cannot be acquired simply by passive listening. Good strategic thinking is developed by testing your analyses and conclusions against the thinking of others.

3.2 Learning Activities and Teaching Strategies
The sessions are composed of lectures and case discussions. This course depends heavily on case discussions. Cases expose the ambiguities that are part and parcel of any decision, and the issues involved in going from principles to practices. Case discussions also develop the skills of persuasion, analysis and listening that are key to the success of any general manager.

You must prepare for class and participate in order for the course to be successful. Preparation for class involves

- reading the assigned background material and cases thoroughly,
- reflecting on how the readings help understand the situation described in the case, and
- applying the readings to the case.

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>Component</th>
<th>Value</th>
<th>Due Date</th>
<th>Mode</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case presentation</td>
<td>20%</td>
<td>Sessions 6-11 (1 group per session)</td>
<td>Group</td>
</tr>
<tr>
<td>Case write-up</td>
<td>20%</td>
<td>One week after presentation</td>
<td>Group</td>
</tr>
<tr>
<td>Contribution to class discussion</td>
<td>20%</td>
<td>Ongoing</td>
<td>Individual</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40%</td>
<td>Exam Period</td>
<td>Individual</td>
</tr>
</tbody>
</table>
4.2.1 Class and Case Discussion Contribution

You can contribute to the class discussion in different ways: through clarifying questions, relevant personal experiences and critical evaluations of the argument and evidence. Your participation can take three specific forms.

- Identifying the key issues in the case, drawing on your reading of the case and the supplementary material.
- Concisely explaining and justifying your preferred course of action.
- Listening to the contributions of your classmates and engaging them in a constructive dialogue.

Your participation will be evaluated after each class. I will use a four-point scale: (0) missed class, (1) attended class, (2) contributed to the case discussion, or (3) made a significant contribution to the case discussion. “Significant contributions” can take a variety of forms, including moving the discussion forward, making insightful comments and connections to course materials, etc. The quality of your contribution is far more important than the quantity (i.e. you are not contributing to the class if you are talking for the sake of talking, and you are definitely hurting everybody including yourself.). Note that repeated absences can have large negative effect on the overall contribution grade.

I expect you to be prepared for class and case discussions each week. I will often cold-call on people. If, for some reason, you are not adequately prepared for class and do not wish to be called on, please tell me prior to the beginning of class. Given the size of the class, it may not be feasible for you to participate every week; however, to get the most out of the class and to be ready for cold calls, you should be highly prepared for every session.

4.2.2 Case presentation

In sessions 6-11, the class will be based on a live case study. There will be a different case each week. To prepare for each of these classes, there will be background material on the organisation and a question (strategic challenge) to focus your thinking. Each week, one group will be responsible for presenting a potential strategic response to the challenge and then leading a class discussion on the issues. An executive or senior leader from the organisation will come to the class to listen to the presentation and to engage in the discussion. In some cases, the strategic challenge will be a current challenge for the organisation (in which case the executive will be looking for ideas from the presentation and discussion); in other cases, the issue will be one that the organisation has already solved (in which case you will be able to learn from the experience that the executive brings). A case write up will be due one week after presentation/discussion.

To make sure that everyone is treated fairly, each case project will be made available one week before the class presentation so that the every group has the same amount of time to prepare.
Details on the assessment criteria for presentation and write up.

1. Appropriateness of the recommendation
   Does the report address the organization’s goals, major issues and opportunities? Is the recommendation likely to create sustained competitive advantage? Is the recommendation original?

2. Feasibility of recommendation
   Is it possible to implement the recommendation? Is the recommendation feasible, given the resource constraints of the entrepreneur or organization?

3. Quality of arguments: logic and integration
   Are the arguments logical? Are the recommendations clearly linked to the analysis? Does the report justify the proposed strategy (e.g. with theory, data, benchmarking, comparison to alternatives)? Do the arguments support a consistent, coherent overall strategy? Are data sources and explicit concepts referenced?

4. Organization and clarity of expression
   Is the report well organized and structured? Can the reader easily understand the recommendation and arguments behind it? Is the report written clearly?

5. Use of conceptual tools and frameworks to support analysis
   Does the analysis show that the author has mastered the different tools and frameworks studied in the course? Can the author selectively draw on the most relevant concepts for the strategic problem faced by the entrepreneur or organization? Has the author applied the concepts in a competent, insightful, and compelling way?

6. Learning from class discussion
   What has the group learned from the class discussion (including interaction with the executive)? How has this learning improved their strategic response?

4.3 Assessment Format

Word limits will be specified on the template. Please refer to the Policies and procedures section of the website for details and a template for assignment format.

For guidelines on formatting and presenting your assignment, see http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx

4.4 Assignment Submission Procedure

Case write-up assignments are to be handed in the classroom before the class session starts and also emailed to the lecturer.
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:
http://www.asb.unsw.edu.au/currentstudents/agmmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx

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

5.1 Course Resources

There is no required textbook for this course. All course materials will be posted on Moodle. The course material is extensive with articles and book chapters by a range of different authors, as well as some video material.

5.2 Other Resources, Support and Information

We will use Moodle to post additional recommended reading material and the handouts distributed during class sessions.

eLearning information:

To access Blackboard, go to http://telt.unsw.edu.au and select Login to UNSW Moodle.

Login to the web Single Sign On (wSSO) using these details:

Username: zNumber
Password: zPass

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

<table>
<thead>
<tr>
<th>Session 1</th>
<th>What is a business model? What is strategy?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 2</td>
<td>External analysis</td>
</tr>
<tr>
<td>Session 3</td>
<td>Elements of good strategy</td>
</tr>
<tr>
<td>Session 4</td>
<td>Generic Strategies</td>
</tr>
<tr>
<td>Session 5</td>
<td>Strategies for fiercely contested markets</td>
</tr>
<tr>
<td>Session 6</td>
<td>Strategies for growth</td>
</tr>
<tr>
<td>Session 7</td>
<td>Rescues and turnarounds</td>
</tr>
<tr>
<td>Session 8</td>
<td>Strategy for large corporates</td>
</tr>
<tr>
<td>Session 9</td>
<td>Organisational strategic planning and implementation</td>
</tr>
<tr>
<td>Session 10</td>
<td>Summary</td>
</tr>
</tbody>
</table>
1. PROGRAM LEARNING GOALS AND OUTCOMES

The Australian School of Business 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 ASB 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.

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 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 ASB 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/studentsrightsandresp
onsibilities/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.

Information and policies on these topics can be found in the ‘A-Z Student Guide’:
https://my.unsw.edu.au/student/atoz/A.html. See, especially, information on ‘Attendance and
Responsibilities’, ‘Workload’ and policies such as ‘Occupational Health and Safety’.

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/enrolmentinformati
on/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 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.

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 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**

The University and the ASB provide a wide range of support services for students:

- **AGSM Student Experience**
  Advice and direction on all aspects of enrolment, timetables and graduation. Ground Floor – Blue Counter, AGSM Building (G27),
  Ph: 9931 9400
  E: studentexperience@agsm.edu.au

- **eLearning Support:** For online help using Moodle, follow the links from [http://teaching.unsw.edu.au/moodle-students](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 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  

- **ASB Education Development Unit (EDU)**  
  Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: +61 2 9385 5584; Email: edu@unsw.edu.au  

- **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; Ph: +61 2 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; Ph: +61 2 9385 4734