MNGT8522
Special Topic – Financial Strategy for Mergers & Acquisitions

Course Outline
Session 2, 2014

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge: Associate Professor Jerry Parwada
Room: TBA
Phone No: TBA
Email: j.parwada@unsw.edu.au
Consultation Times – By appointment

2 COURSE DETAILS

2.1 Teaching Times and Topic Schedule

<table>
<thead>
<tr>
<th>#</th>
<th>Day</th>
<th>Date</th>
<th>Topics</th>
<th>Class activity</th>
<th>Chapter Readings</th>
<th>Lecture Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sat</td>
<td>7-Jun</td>
<td>Introduction to M&amp;A</td>
<td></td>
<td>1, 3, 4 6, 7</td>
<td>2:00pm – 8:00pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Strategic considerations in M&amp;A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Sun</td>
<td>8-Jun</td>
<td>Corporate governance &amp; takeover regulations</td>
<td></td>
<td>26, 27 (25) 8, 9 (10, 14) 11, 15</td>
<td>10:00am – 7:00pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Basic corporate valuation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Valuing synergies, liquidity and control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Mon</td>
<td>9-Jun</td>
<td>Deal structuring and financing</td>
<td>Case A</td>
<td>18, 20 (21, 22)</td>
<td>7:00pm – 10:15pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Tue</td>
<td>10-Jun</td>
<td>Negotiations and takeover strategies</td>
<td>Intro to M&amp;A simulation</td>
<td>30, 31 (35)</td>
<td>7:00pm – 10:15pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Case B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Thu</td>
<td>11-Jun</td>
<td>Hostile takeover, defense strategies</td>
<td>Case C</td>
<td>32 33</td>
<td>7:00pm – 10:15pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Merger arbitrage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Fri</td>
<td>12-Jun</td>
<td>Going private and leveraged buyouts</td>
<td>Case D</td>
<td>13</td>
<td>7:00pm – 10:15pm</td>
</tr>
<tr>
<td>7</td>
<td>Sat</td>
<td>13-Jun</td>
<td>Cross-border deals, joint ventures</td>
<td>M&amp;A simulation - Live</td>
<td>5, 12</td>
<td>7:00pm – 10:15pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Strategic alliances</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Sun</td>
<td>14-Jun</td>
<td>Pitch-book presentations</td>
<td></td>
<td></td>
<td>7:00pm – 10:15pm</td>
</tr>
</tbody>
</table>

Note: Readings in parentheses are optional

2.2 Bad Weather Policy

Classes will be cancelled if a No. 8 or higher tropical cyclone warning signal or black storm warning is raised at any time from 3 hours before the start of the class. In the event of cancellation due to bad weather, make up classes may or may not be held depending on room/lecturer availability.
2.3 Units of Credit
The course is worth 6 units of credit.

2.4 Summary of Course
The objective of this course is to introduce students to Mergers and Acquisitions (M&A) and the requisite knowledge for the development and execution of corporate transactions particularly within equity capital markets. Typical transactions include Takeovers (and Schemes of Arrangement), Acquisitions, Divestments, Initial Public Offerings and Secondary Raisings. Each of these types of transactions will be addressed within the course.

Students will utilise common corporate finance tools and knowledge as applied within the context of considering, developing and executing M&A transactions. Participants will apply insights and skills taken from previous courses in finance. The course includes negotiation within the context of M&A.

Case studies are used extensively throughout the course – including the use of current or recent transactions involving listed companies.

The course is a mixture of lectures, class discussions, case studies and group exercises – all with an emphasis on the practical applications of corporate finance skills and knowledge within the context of M&A.

2.5 Course Aims and Relationship to Other Courses
Students who successfully complete MNGT8522 Financial Strategy for Mergers & Acquisitions will have developed an understanding of how M&A is undertaken in equity capital markets.

The course is delivered as a general introduction to M&A. The course provides a platform for extending knowledge obtained from finance and strategy courses for those who intend to pursue careers as corporate finance managers, portfolio managers, commercial bankers, investment bankers or management consultants. This course is complementary to the AGSM MBA electives, including Corporate Finance, Corporate Strategy and Financial Statement Analysis.

2.6 Student Learning Outcomes
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 undergraduate 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’).
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 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>Explain the assumptions of standard models of M&amp;A valuation.</td>
<td>Case studies and simulation report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report</td>
</tr>
</tbody>
</table>
### LEARNING AND TEACHING ACTIVITIES

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

This course aims to engage students, to encourage them to practise the methods of analysis outlined in the teaching process that is part of the course. While class participation is not graded, it is expected that all members of the class will be part of the on-going discussion of content, especially after the foundation ideas are laid and the superstructure of examples and concepts is being built up.

It is essential that before attending class students undertake the Pre Reading as specified in the Course Schedule.

The course uses a combination of lectures and class discussions based on specific exercises and cases. The lectures will convey the required methods and principles. However, the formulation of inputs and interpretation of outputs will require students to apply insights from other classes and/or experience, with an aim to offer a reasoned opinion on the topic under discussion. Students will need to think about and share with other course participants their views on companies’ broader goals, resources and strategic challenges and how these translate into an estimate of the scope for value creation and how to develop and implement effective strategies for the execution of M&A transactions.
The course is taught in intensive mode comprising 12 units of approximately three hours each. The scheduling of units is as set out in the course timetable. Students are required to attend all 12 units.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve an aggregate mark of at least 50%; and
- make a satisfactory submission for each assessment element.

4.2 Assessment Details

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Final exam</td>
<td>40%</td>
<td>1, 2, 5</td>
<td>1, 2, 3, 4, 5</td>
<td>TBA</td>
<td>TBA</td>
</tr>
<tr>
<td>Simulation and report</td>
<td>25%</td>
<td>1, 2, 5</td>
<td>1, 2, 3, 4, 5</td>
<td>TBA</td>
<td>See 2.1</td>
</tr>
<tr>
<td>M&amp;A pitch (group work)</td>
<td>25%</td>
<td>3, 4</td>
<td>1, 2, 3, 4, 5</td>
<td>TBA</td>
<td>See 2.1</td>
</tr>
<tr>
<td>Case analysis</td>
<td>10%</td>
<td>1, 2, 3, 4, 5</td>
<td>1, 2, 3, 4, 5</td>
<td>TBA</td>
<td>See 2.1</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td>1, 2, 3, 4, 5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Simulation and Report 25%

- Students will participate in the Harvard on-line simulation (M&A in Wine Country). The simulation presents an M&A scenario involving three firms. Multiple streams of the game will occur simultaneously as each student is randomly assigned to a stream and to one of the hypothetical firms.

- The simulation will occur in two stages. In the first stage, each student will gather background information and develop valuation models of his or her assigned firm at home. In the second stage, students will try to negotiate deals with each other in a scheduled class (see below).

- At the conclusion of the game, the members of each stream will meet to discuss the results of the game. You will be then asked to write a brief report based on the simulation. Your assessment will be based on both: (1) your performance in terms of delivering shareholder value during the M&A simulation, and (2) your analysis of the game and its results. Individual performance will form a small part of the assessment. The most important outcome is the analysis of the results. Any mistakes made during the simulation can be ameliorated with a strong post-game analysis. More details will be made available during the course.

Group Project – M&A Pitch 25%

- You are required to form a group of no more than 4 students (TBC) at the beginning of the course. Your group will be given the responsibility for coming up with a potential M&A not currently under active discussion. The task is to prepare and submit a pitch book (30%) and to present it to the class.

- A pitch book is an M&A investment banker’s proposal to a potential bidder or target to consider participating in the deal. The pitch should: develop a deal concept, form a rationale to compel firms to participate, design a deal structure, and consider the potential challenges to its completion.

Case Analysis and Class Participation 10%

- An important learning objective of the course is to facilitate open dialogue and discussion among students and between students and the lecturer about important issues covered in the course. Class activities will be structured around either (1) prescribed questions related to a particular lecture topic, or (2) case specific questions. Active participation in the discussion of these questions (and not mere attendance of class) is essential to obtain a good mark for this assessment component. Also note that quality is far more important than quantity. Students are required to participate during the in-class discussions.

- Overall participation quality will account for 10% of the final grade, conditional upon the submission of at least one summary case report (see below).
• Case discussion will be assigned to students in advance.
  o Case A: Coopers Brewery - Publisher: Harvard
  o Case B: The Merger of Hewlett-Packard and Compaq (A): Strategy and Valuation - Publisher: Darden
  o Case C: SZLN acquiring PEM - Publisher: Richard Ivey School of Business
  o Case D: The Hilton-ITT Wars - Publisher: University of Virginia Darden School Foundation

4.3 Late Submission
AGSM MBA Programs applies a daily penalty of 5% to late assignments.

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
The prescribed text for this course is Bruner, R. Applied Mergers and Acquisitions, University Edition, 2004 (John Wiley & Sons).

Students are expected to have access to a standard Corporate Finance text (such as Brealey, Myers, Partington and Robinson, Principles of Corporate Finance, (McGraw Hill).

More specialised texts may be useful for reference:
• Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of Any Asset, University Edition (Wiley)
• Koller, Goedhart and Wessels, Valuation: Measuring and Managing the Value of Companies, 5th edition 2010 (Wiley)

Case materials will be provided during the course.

Students should be comfortable enough with spreadsheet software, (EXCEL is the preferred choice) to construct their own valuation spreadsheets. The course will also involve a simulation exercise required basic computing skills.

6 COURSE EVALUATION AND DEVELOPMENT
Mid and end of course feedback is sought from students about the courses offered in the School and continual improvements are made based on this feedback. Significant changes to courses and programs within the School are communicated to subsequent cohorts to students.
7 COURSE SCHEDULE

See 2.1
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

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.

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<table>
<thead>
<tr>
<th>ASB Postgraduate Coursework Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Knowledge</strong>: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts. You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.</td>
</tr>
<tr>
<td>2. <strong>Critical thinking and problem solving</strong>: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues. You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.</td>
</tr>
<tr>
<td>3. <strong>Communication</strong>: Our graduates will be effective communicators in professional contexts. You should be able to:</td>
</tr>
<tr>
<td>a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and</td>
</tr>
<tr>
<td>b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.</td>
</tr>
<tr>
<td>4. <strong>Teamwork</strong>: Our graduates will be effective team participants. You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.</td>
</tr>
<tr>
<td>5. <strong>Ethical, social and environmental responsibility</strong>: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice. You should be able to:</td>
</tr>
</tbody>
</table>

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MNGT8522 – Special Topic – Financial Strategy for Mergers & Acquisitions
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.

For MBT and MBA programs:
6. Leadership: Our graduates will have an understanding of effective leadership.
You should be able to reflect on your personal leadership experience, and on the capabilities necessary for leadership.

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 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.


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.

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.

General Information on Special Consideration:

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 channel > Online Services > Special Consideration). Please contact the AGSM Hong Kong Office to make formal application for Special Consideration for the course/s affected as soon as practicable after the problem occurs. You will need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation.
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. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.

5. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.

5 STUDENT RESOURCES AND SUPPORT

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

- **AGSM MBA Hong Kong Office**
  Hong Kong students please contact the office directly for immediate support:
  
  **Address:**
  Unit 2006, 20/F, Kinwick Centre,
  32 Hollywood Road, Central, Hong Kong,
  Ph: +852 2159 9999,
  E: contact@agsm.com.hk
  
  **Office Hours:**
  Mon-Wed, Fri 9:00am – 6:00pm
  Thursday(s) 9:00am – 7:30pm

- **eLearning support**

  Should you have any difficulties accessing your course online, please contact the eLearning support below:

  For login issues
  **UNSW IT Service Centre.**
  Hours:
  Monday to Friday: 8.00 a.m. to 8.00 p.m.
  Saturday and Sunday: 11 a.m. to 2.00 p.m.
  Email: ITServiceCentre@unsw.edu.au
  Phone: Internal – extension 51333
  External - +61 2 9385 1333

  For assistance in using Moodle, including how to upload assessments.
  **The AGSM eLearning Coordinator**
  Hours: Monday-Friday, 9.00 a.m. to 5.00 p.m.
  Email: elearning@agsm.edu.au
  Phone: Internal - x19541
  External - 02 9931 9541
  International - +61 2 9931 9541

  For help with technical issues and problems.
  **External TELT Service Centre**
Hours:
Monday to Friday: 7.30 a.m. to 9.30 p.m.
Saturday and Sunday: 8.30 a.m. to 4.30 p.m.
Email:  externalteltsuppport@unsw.edu.au
Phone:
Internal - x53331
External - 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
  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; 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