

# **Module Synopsis – (BA(Hons) Digital Marketing and Business Management (Abertay University)**

## **Programme Description**

The design of Digital Marketing and Business Management shares many of the overall aims and outcomes of the portfolio of Business programmes it sits within but provides specialist technical marketing knowledge and competence. It is a feature of such a programme that you gain a broad understanding of the business context within which marketing, and specifically digital marketing exist. This provides opportunities to keep open the range of job opportunities that might arise for you in the future. You will study how to gain an understanding of your organisation's market, how to manage customer relationships, how to communicate your brand to multiple audiences and how to utilise data analysis to improve decision making. You will also learn how to develop a marketing strategy that includes planning for digital and social media promotions and communications.

The programme is studied in blended mode (online and on-campus) over a Two-year period and is 360 SCQF credits or 180 ECTS.

## **(BA(Hons) Digital Marketing and Business Management**

The programme aims to provide:

- broad integrated study of all types of business organisations and their underlying operating principles and practices;
- study of the wider context of organisations, how they are managed and the changing environment in which they exist and how this impacts on the marketing function;
- development of key skills associated with managing high performance organisations, particularly in the area of digital marketing; and
- lifelong learning and employability skills to enable you to prepare for a future career in marketing or business and to play an active part in the development of local, national and international organisations.

## **Programme Learning Outcomes**

PO1. Knowledge & Understanding: Demonstrate integrative and specialist knowledge, and critical understanding of business and marketing principles, concepts, contexts, approaches and challenges key to organisations of various kinds.

PO2. Applied Knowledge & understanding: Apply a range of general and specialised knowledge and skills to define and execute an organisation-related project in the field of digital marketing.

PO3. Generic Cognitive skills: Research, critically analyse, interpret and formulate solutions to organisational challenges and, in doing so, display originality and creativity in handling complex issues.

PO4. Communication, ICT & Numeracy: Effectively communicate information and objective argument, in writing and speech, in professional contexts using both analogue and digital tools.

PO5. Communication, ICT & Numeracy: Interact and interpret numerical data and appreciate statistical concepts and communicate this in an audience appropriate manner.

PO6. Communication, ICT & Numeracy: Analyse the role technology plays in organisations and the challenges and benefits of digital transformation.

PO7. Autonomy, Accountability and working with others: Exercise appropriate autonomy and initiative, assume responsibility, collaborate effectively, and deal with complex ethical and professional issues.

PO8. Autonomy, Accountability and working with others: Critically reflect on your own ideas, work and performance to determine personal development needs.

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## Module Descriptors

### **1. Business Analytics - BMT214 (20 Credits) (45 Hours)**

Brief description:

Business Analytics is generally thought to comprise three broad categories: descriptive analytics, predictive analytics, and prescriptive analytics. You need no prior higher education experience in statistics.

Indicative content:

Descriptive statistics: Descriptive statistics to summarize data. Modifying data using Excel, measures of location, measures of variability, measures of association between two variables and data cleansing.

Data visualisation: The most common forms of visualising data and when each form is appropriate. The human mind can process visual images such as charts much faster than it can interpret rows of numbers.

Probability - modelling uncertainty: Basic relationships of probability, conditional probability, random variables and probability distributions.

Descriptive data mining: Cluster analysis, association rules and text mining.

Statistical inference: Sample selection, point estimation, sampling distributions, interval estimation, hypothesis tests.

Simple linear regression: The least squares method and the fit of the model.

Multiple linear regression: Extension of the simple linear regression model to incorporate multiple independent variables. Statistical inference in regressions, categorical independent variables, model fitting and prediction using regression models.

Time series analysis and forecasting: Time series patterns, forecast accuracy, moving averages and using regression analysis for forecasting.

### **2. Theory and Practice in HRM - BMT213 (20 Credits) (45 Hours)**

Brief description:

This module builds on students' existing knowledge of human resource management and develops their understanding of HRM theory and practice.

Indicative content:

Introduction to HRM: Theoretical perspectives to HRM; practical approaches to HRM.

Context and HRM: National, international, occupational, organisational and individual contexts of HRM in theory and in practice.

Strategic HRM: Introduction to strategic human resource management; 'best fit' and 'best practice' approaches.

HRM, work and wellbeing: Fair work; dignity at work; mental health and stress at work; the benefits and challenges of flexibility.

HRM, equality and diversity: Inequalities in the labour market and in the workplace; managing diverse workforce.

Managing conflict in the workplace: Conflict in the employment relationship; misbehaviour, discipline and grievance procedures; bullying and harassment; disputes.

Contemporary HRM trends and future challenges: Continuity and change in work and employment; gig economy; (ir)responsible HRM.

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### **3. People, Planet, Profit - BMT216 (20 Credits) (45 Hours)**

Brief description:

This module develops an awareness in students in the critical success factors of sustainable business.

Indicative content:

People: Beautifying Business – Opportunity or Gimmick?: Managing the triple bottom line; Business boundaries, doing more with less; strategies for sustainable business development; Business and the planet; Sustainable entrepreneurship and new business models, Corporate social responsibility.

Profit: Ethical investing and responsible investment: Responsible investment and the cost to society and the individual.

Planet: Environment, enterprise and innovation: Wealth from Waste... Students will be encouraged to consider opportunities for innovation which identify revenue streams arising from re-use of waste materials.

Energy Enterprise: Ideas and innovation which maximise current energy sources or innovate in the realm of renewable energy production/storage/delivery; Planet Premium and Ecosystem Services... acknowledging and valuing benefits and services delivered by the natural environment. Payment for ecosystem services, willingness to pay.

### **4. Project Management - BMT202 (20 Credits) (45 Hours)**

Brief description:

The tools and techniques associated with managing projects. Carry out an investigation into a project failure and recommend alternative actions which could have been taken.

Indicative content:

Project management and project teams: Interpreting project specifications and objectives, and the requirements of project stakeholders; Key project challenges for individuals and groups: reviewing the key priorities of time and project management; Understanding the role of a project leader; Understanding team work and how effective teams function; Creating and contributing to effective project teams; Managing teams through project delivery; maintaining goal focus, and managing problems.

Project analysis and planning: Analysing project requirements and sub-tasks. Estimating timelines; deadlines and milestones and activity durations. Constructing a project schedule. Resourcing projects. Allocating and smoothing resources. Using Gantt charts to allocate and monitor resource allocation. Project management tools. Using project management software.

Managing projects: Dealing with project risk. Evaluating the probability and potential impact of risk; contingency planning for risk management; project tracking and revision to completion. Evaluating project delivery and management: Analysing the effectiveness of project management processes and the impact of project delivery and non-delivery.

Project management methodologies: The use of project management methodologies such as Prince2 and SCRUM.

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### **5. Researching Business and Innovation - BMT203 (20 Credits) (45 Hours)**

Brief description:

Introduction to research methods for real world research.

Indicative content:

Introduction to research: Explaining the nature and purpose of research; Classifying the different types of research (quantitative qualitative, mixed methods) and how they map within the different philosophical paradigms (positivism, interpretivism, pragmatism).

Dealing with practical Issues: Identifying the main stages in the research process; Identifying/generating a research topic and setting research objectives; Developing a research strategy; Identifying ethical issues in conducting research.

Searching and reviewing the literature: Explaining the purposes of a literature review and defining the main steps in conducting it; Searching, evaluating, organizing and synthesizing relevant literature.

Data collection and analysis: Approaches to qualitative and quantitative data collection; Data collection using a mixed-methods design.

Writing a research proposal: Purpose and structure of a research proposal.

Descriptive statistics: Summarising and visualising data sets; Exploring the relationships between variables.

Inferential statistics: Hypothesis testing; Selected hypothesis tests.

### **6. Digital Marketing Principles - BMT209 (10 Credits) (21 Hours)**

Brief description:

The importance of digital technology in the marketing function in today's organisation.

Indicative content:

Introduction to digital marketing: Discussing the impact of digital transformation on the marketing function. Creating digital strategies that are integrated within the wider marketing strategy and support the organisational goals and objectives.

Understanding the digital marketing environment: Examining the internal and external facets of the digital environment that the company operates within including competitors, the digital consumer and the wider digital landscape.

The planning process: Exploring the models and methods of planning your digital strategies based on audit data, social listening and company objectives.

Media and tools planning: Selecting the appropriate tools and media to use to support the implementation of the digital marketing strategy.

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### **7. Digital Marketing Campaigns - BMT210 (10 Credits) (21 Hours)**

Brief description:

This module provides students with an understanding of the various digital marketing communications tools. The module equips students with an understanding of the process of analysing the success of digital marketing strategies.

Indicative content:

**Social Media Marketing and Mobile Marketing:** The nature and platforms of social media. The various mobile marketing tools and their role within the wider digital marketing strategy.

**Paid Search, Online Advertising and Content Marketing:** Exploring the tools of display and video advertising on online platforms. Using a relationship marketing approach to your digital marketing with tools of email marketing and content marketing. Enhancing website performance using web optimisation, paid search and SEO/SEM.

**Digital Campaign Tracking:** The process of tracking campaign data on digital media using methods. The tools of the trade, e.g. Google Analytics for analysing success of digital marketing campaigns via monitoring relevant metrics and KPIs.

**Data Driven Decision-Making:** Applying a strategic approach to collecting digital metrics. Exploring the decisions made using metrics and analytics.

### **8. Digital Business Strategy - BMT302 (20 Credits) (45 Hours)**

Brief description:

How companies can improve their competitiveness by using digital solutions. Exploiting technology to transform service delivery through Internet portals, intra-corporate connected environments, social networks. Transforming internal processes and ways of working with partners are strategic issues considered by most organisations, both large and small.

Indicative content:

**Meaning and scope of e-business and e-commerce:** Introduction and overview: current trends and issues. The evolution of e-business.

**Analysis of firm's external environment:** The macro-environment and implications for e-business ventures. Defining industry, segments and target markets for e-business.

**Analysis of firm's internal environment:** The meaning of core competence in e-business; the four virtual spaces of the ICDT framework for interaction with customers; the meaning of the company's value chain and value network.

**Foundations of value creation in e-business:** Understanding of what the value is and elements that contribute to value creation; the value grid and levers of e-value creation.

**Dealing with disruptive innovations in e-business:** Successful imitation and the barriers to imitation; how companies can assess the threat of a disruptive innovation; the ways to deal with a disruptive innovation in e-business. The trade-off between richness and reach in e-business; customer relationship management in the digital context; the concept of mass-customisation. Business models and revenue models in digital business; Digital transformation: a blend of digital technology, people, innovation and creativity; Doing digital (i.e. tactical solutions) vs being digital (i.e. strategic solutions); Implementation by creating a competitive advantage; Protecting digital business from imitation.

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### **9. Predictive Analytics - BMT313 (20 Credits) (45 Hours)**

Brief description:

This module expands on the material covered in business analytics by providing students with the necessary theory and techniques to perform predictive and prescriptive analytics in a business context. Prescriptive analytics differs from descriptive and predictive analytics in that prescriptive analytics indicates a course of action to take.

Indicative content:

**Predictive Data Mining:** In these lectures, we discuss data sampling, preparation and partitioning; performance measures; the logistic regression; and classification and regression trees.

**Spreadsheet Models:** In these lectures, we learn some useful Excel functions for modelling and construct predictive and prescriptive models.

**Monte Carlo Simulation:** The goal of these lectures is to introduce students to simulation and apply the techniques learned to specific business cases.

**Mathematical Optimization:** In these lectures, we cover the main optimization techniques that will be used in the rest of the module.

**Linear Optimization Models:** In these lectures, we explore linear programming techniques.

**Integer Linear Optimization Models:** In these lectures, we explore the different types of integer linear optimization models and apply excel solver to find solutions.

**Decision Analysis:** In these lectures, we study decision analysis with and without probabilities, and decision analysis with sample information.

### **10. Customer Relationship Management - BMT315 (20 Credits) (45 Hours)**

Brief description:

The role of relationship building and customer experience management to business performance.

Indicative content:

**Defining the nature of customer relationship management:** The use of data and insights to drive the strategic, operational and analytical aspects of relationship management. Aligning customer relationships with organisational visions and objectives.

**Understanding customer relationships:** Understanding the benefit of relationships to customers and to organisations. The use of technology to evaluate the customer lifecycle, develop customer loyalty and enhance the value of the customer relationship.

**Customer portfolio management:** The process of using data and insight to support segmenting, targeting and profiling customers and to analyse the value of the various segments and provide them with tailored, relevant acquisition or retention strategies.

**Customer experience management:** Using various digital tools to support the delivery of customer-experienced value. Exploring how value of a customer experience is determined and by whom. The difference between customer experience management and customer relationship management.

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### **11. Marketing Communications and Design - BMT320 (20 Credits) (45 Hours)**

Brief description:

Gain a theoretical and evidence basis for decision-making in marketing communications and creative design. Learn to create, design, analyse, evaluate, provide recommendations for and plan marketing communications.

Indicative content:

Marketing communications theories

Planning effective marketing communication campaigns: context analysis, objectives, marketing communications strategy, creative strategy, marketing communications mix, channel selection, budget and scheduling, evaluation.

Developing the creative message: Creative design principles and developing marketing communication materials.

The marketing communications mix: Advertising, Public Relations, Sales promotion, Personal Selling, Direct Marketing.

Digital marketing communications & digital channels

Integrated marketing communications

Responsible marketing communications: societal effects and ethics of marketing communications; legal responsibilities.

Psychological perspectives on marketing communications

### **12. Market Intelligence and Consumer Behaviour - BMT319 (20 Credits) (45 Hours)**

Brief description:

Consumer behaviour theory and concepts, along with fundamental principles of market research and data analysis to support data-driven decision making in organisations.

Indicative content:

Fundamentals of consumer behaviour: Decision-making models and influences on decision-making. Needs, motivation and values. Perception, memory and learning. Attitude theory. Theories on personality, self and identity. Social and group influences on consumer behaviour. Digital consumer behaviour.

Principles of marketing research: Designing marketing research projects and identifying researchable questions. The importance of data and data-driven decisions in marketing.

Primary research methods in marketing: quantitative and qualitative data collection techniques. Secondary research in marketing. Data quality

Data analysis: Using SPSS to analyse, interpret and draw conclusions from quantitative data.

Qualitative data analysis

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### **13. Financial Markets - ANF305 (20 Credits) (45 Hours)**

Brief description:

An introduction to Financial Markets and Institutions.

Indicative content:

Money and the Financial System: The Six Parts of the Financial System; What is Money and How Can We Measure It?; The Payment System.

Bond Markets and Interests Rates: The Bond Market and the Determination of Interests Rates; Ratings and the Risk Structure of Interests Rates; The Yield Curve; Theories of the Term Structure of Interests Rates.

Stock Markets and Derivatives: The Essential Characteristics of Common Stock; Measuring the Level of the Stock Market; Investing in Stocks for the Long Run; What are Derivatives?; Forwards and Futures; Options; Swaps.

Financial Institutions: The Role of Financial Intermediaries; Information Asymmetries and Information Costs; Bank Management; Bank Risk: Where it comes from and what to do about it?

Central Banking and Monetary Policy: Understanding the Central Bank's Balance Sheet; Monetary Base; the Money Multiplier and Money Supply; Monetary Policy; Unconventional Monetary Policy Tools.

Regulation and Financial Crises: The Need for Regulating the Financial System; The Government Safety Net; Regulation and Supervision of the Financial System; Financial Crises.

Foreign Exchange: Exchange Rates Determination and Foreign Exchange Markets.

Current Topics on Financial Markets and Institutions: The Euro Debate; Socially Responsible Investment; Islamic Finance; Microcredit.

### **14. Entrepreneurship and Business Start-Up - BMT322 (20 Credits) (45 Hours)**

Brief description:

This module introduces students the skills and knowledge needed to launch a small business successfully. This module defines and helps students acquire the personal and professional skills needed in order to develop a professional career and/or to succeed as entrepreneurs in Small and Medium sized Enterprises (SMEs).

Indicative content:

What makes an entrepreneur?: An introduction to entrepreneurship and an analysis of the skills and qualities associated with successful entrepreneurs.

Business Ideas: Strategies for generating successful business ideas.

Environmental scanning: Identifying a good business idea and the future direction of our organisation.

Business Plans: Developing a credible business plan that includes evaluating business ideas Assessing risk and uncertainty; identifying potential customers, markets and market segments; assessing operations, USP and competition; price vs quality & profits.

Getting finance: Presenting the business idea; different potential sources of finance.



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### **15. Strategic Marketing - BMT416 (20 Credits) (45 Hours)**

Brief description:

The essentials of strategic marketing planning and execution in the contemporary organisation. The influence of various elements in the global and increasing digital landscape on the decision-making process at an organisational level.

Indicative content:

The essentials of strategic marketing planning: Examine the nature of strategy and strategic decisions. Discuss the contribution of strategic marketing to business performance. Explore the phases of the strategic marketing planning process.

Supporting strategic marketing with data-driven insights: Auditing the marketing environment. Discussing the contribution of analysis to strategic marketing. Conducting competitive analysis. Using insight in defining market segments and selecting target markets. Applying analytical models to evaluate the attractiveness of a marketplace and the efficiency of strategic marketing planning and execution.

Contemporary issues influencing strategic marketing decisions: Examining the influence of the sustainable agenda on strategic choices. Creating a blueprint for competing in an evolving world. Discussing the increasing influence of digital technology (for example AI and Machine Learning) on the function of marketing and the future of marketing professionals. Considering the ethical considerations e.g. privacy and data security in the creation and execution of marketing strategies.

Designing effective strategic marketing activities: Exploring the process of creating and selecting strategic marketing options. Examining the utility of design thinking in creating effective strategy activities. Criteria for prioritising goals and objectives in strategic activities. Integrating digital technology and tools in the strategic marketing process.

### **16. Computational Analytics - BMT414 (20 Credits) (45 Hours)**

Brief description:

Programming languages widely used in the industry for data analysis and machine learning. This is not a module in more advanced programming languages such as C++.

Indicative content:

Programming, Data Analysis and Machine Learning: Programming as an important tool for the business analyst.

Introduction to Programming: Data structures, algorithms and programming languages.

Programming with Python: Python, one of the most widely used programming language for data analysis and machine learning.

Programming with R: R, another widely used programming language used by data analysts.

Data Analysis and Machine Learning: Using Python and R to develop programmes for data analysis and machine learning.

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### **17. Digital Public Relations - BMT418 (20 Credits) (45 Hours)**

Brief description:

Key principles and concepts of public relations, with a focus on their application in the digital environment. Learn to design, plan and evaluate public relations activities in a digital context.

Indicative content:

Theoretical concepts of public relations, discourse and ethical communication

The digital environment and public relations

Public relations strategy and campaign planning: setting objectives, identifying publics, developing messages, digital media and channel planning, setting appropriate metrics for evaluation

Writing for digital media

Content marketing: content strategy, creation and curation.

Social media management

Crisis communication online

Internal communication

Digital events and sponsorship

Reputation management and CSR

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### **18. Ethical Business in Society - BMT420 (20 Credits) (45 Hours)**

Brief description:

This module aims to provide students with an appreciation of the challenges facing contemporary businesses operating within contexts where they are expected not only to maximize economic return on capital and generate shareholder value, but increasingly, to do so in a manner that reflects the interests of a range of stakeholder groups and the centrality of the values of sustainability.

Aims:

The aim of this module is to provide students with the skills to assess, analyse and evaluate the role and impact of businesses in terms of environmental, social and governance issues and concerns.

Learning Outcomes:

By the end of this module the student should be able to :

1. Assess critically the roles and responsibilities of business with respect to diversity and inclusion in the workplace
2. Evaluate the complex, politicized relationships between businesses, non-government organizations, states and wider publics
3. Analyse critically key concepts that relate to contemporary agendas of corporate social responsibility, corporate governance and corporate sustainability.

Indicative Content:

1. Conceptualizing corporate responsibility

The development of 'corporate social responsibility'; people, equality and justice; diversity and inclusion in the workplace; theorizing 'ethical' corporate conduct

2. Dimensions of corporate responsibility

Corporate criminality; ethical consumerism; ESG investment; environmental sustainability

3. Key debates in corporate responsibility

Corporate social responsibility: reality or rhetoric? The possibilities and limits of environmental sustainability

Statement on Teaching, Learning and Assessment

Learning and teaching for this module will take place through a combination of online lectures, seminars, student groupwork activities and independent study. Lectures introduce students to key module themes and perspectives. Seminars involve directed learning activities that require students to prepare for, and engage with, tasks relevant to module content within a participative learning environment. Small group discussion sessions enable student consideration of case studies relating to key module themes. Independent study consolidates, deepens and enhances students understanding of module content. Student learning will be assessed through a Unit 1 coursework involving the compilation of an annotated bibliography and a Unit 2 coursework involving a critical appraisal of corporate practices and reporting of environmental, social and governance issues. The module has been explicitly designed to correspond with the revised Abertay Attributes and provides students with important opportunities to develop these as part of their participation within the module. The intellectual dimension will be fostered by student engagement with subject knowledge, independent learning and module assessment pertinent to the student's programme of studies. The professional dimension will be fostered by student exposure to real world policy issues, concerns and debates that are of growing importance at a global level. The personal dimension will be fostered by individual, class and small group learning opportunities that demand individual time-management, organization, teamworking and communication skills. The digital dimension will be fostered by the requirement that students access, organize and retrieve academic and other relevant learning resources online. Finally, the active citizen dimension will be nurtured by engagement with module content that draws explicit attention to the ways in which business practices attract ongoing regulatory, stakeholder and public concern.

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### **19. Brand Management - BMT421 (20 Credits) (45 Hours)**

Brief description:

The module provides critical insight into branding and the role of brands for businesses, consumers and society more broadly. The module explores keystone theories along with contemporary developments in brand management, to provide students with an evidence-based, up-to-date perspective on the field.

Aims:

The aim of this Module is to provide the student with: an understanding of the theories and concepts that underlie brand management and their application in branding activities; the analytical and evaluation skills required to evaluate brands and brand management, their role in organisations and how current trends and developments affect brand management; the skills and knowledge to create solutions to brand management problems.

Learning Outcomes:

By the end of this module the student should be able to :

1. Critically evaluate branding concepts and theories, and their role and application in contemporary brand management practice.
2. Develop branding solutions for a specified brand management problem.

Indicative Content:

1. Introduction to brands and brand management
2. Foundations of strategic brand management: brand identity, brand image and brand positioning
3. Brand equity
4. Brand metrics and measuring brand performance
5. Managing brands over time: brand portfolios and brand extensions
6. Brand innovation
7. Brands, society and sustainability
8. Contemporary developments and issues in branding
9. Online brand communities and digital branding

Statement on Teaching, Learning and Assessment

Students will be engaged in critical inquiry and exploring real-world branding problems, through individual work, and group-work. In addition to teaching through lectures and seminars, students are expected to work independently to develop their understanding of brand management and ability to apply this understanding in real-world problems.

In this module, the Abertay Attributes are achieved as follows:

Intellectual: developing an understanding of the key knowledge and current issues in the field of brand management, including theories, frameworks and concepts; critically evaluating brand management decisions and information based on evidence

Personal: take initiative and responsibility for one's own work

Professional: develop employability skills, such as analysis, problem-solving, critical thinking, and evaluation; develop knowledge and practical skills important for working as a brand manager

Active Citizen: develop an awareness of the broader effects of branding decisions on individuals, and on society

Digital: use technology and digital tools to support your learning; understand the implications of the digital environment for brand management.

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### **20. Managing Change - BMT403 (20 Credits) (45 Hours)**

Brief description:

A combination of theory and practice to examine organisational change and transformation in times of uncertainty.

Indicative content:

Analysing change contexts and drivers: The change context: globalisation, technology, and changing market dynamics; change management and sustainability

Theories of change and approaches to change management: Models of change and change management; transformational change and organisations; Critical discourse in change management.

Human resources issues in change management: Participative change; managing psychological contracts, social identity, stakeholder positioning and dynamics in times of radical change; voice, dialogue and rethinking resistances in radical change; Culture, habits and unlearning.

Change in context: This will change each year and will form the basis of the guest lectures.

Leading and managing change: Transactional and transformational leadership; a competency framework for transformational leadership; values and value-based systems in transformational change;