



SYLLABUS 2025-2026

Developing Management and Organisational Skills

MODULE SPECIFICATION

Module Code	2526_RHO_1_EN_007
Campus	Oxford
Department(s)	Organisational and HR Studies
Level / Semester	Undergraduate Year 1 (U1); Equivalent to FHEQ level 4 Semester 02
Language of Instruction	English
Teaching Method	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
Pre-requisite(s)?	None
ECTS <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	3
Equivalent FHEQ credits	6
Study Hours	60 hours which comprise of 21 directed learning and 39 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	This module provides a foundational introduction to developing management and organisational skills, focusing on personal resources and self-awareness. It enables students to gain a deeper understanding of their personality, values, and mental biases, as well as how they are perceived by others. The module aims to build self-esteem and self-confidence by encouraging students to recognise and be proud of their strengths and talents. Furthermore, it provides
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	practical strategies to improve stress management and personal productivity.
Teaching Arrangement	The module will be delivered through a theoretical approach and hands-on practical experience.
Learning Outcomes	By the end of this module, students should be able to: <ol style="list-style-type: none"> 1. Articulate and describe their personal strengths, weaknesses, and areas for professional development. 2. Identify and name their personal resources, motivations, and strengths, and use them to improve their self-management. 3. Apply basic interpersonal skills to effectively communicate and collaborate with others in a professional context.
Competency Goals <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_U_CG02 – Communicate effectively in professional contexts
	PGE_U_CG06 – Think critically and structure arguments effectively
Alignment with Programme Learning Goals	PGE_U_CG05_LO04 - Develop decision-making support tools
	PGE_U_CG01_LO01 - Identify opportunities, analyse situations, co-create solutions and achieve collective performance

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

<p><u>Session 1: Self-Awareness</u></p> <p><i>Content:</i></p> <ul style="list-style-type: none"> • Soft skills in management • Johari Window • Big Five personality framework <p><i>References:</i></p> <ul style="list-style-type: none"> • Excerpts from: <ul style="list-style-type: none"> ◦ Whetten, D.A. and Cameron, K.S. (2024) <i>Developing management skills</i>. 10th edn. Pearson. ◦ Connors, C.D. (2021) <i>Emotional intelligence for the modern leader: A guide to cultivating effective leadership and organizations</i>. Emeryville, CA: Callisto. <p><i>Assignments:</i></p> <ul style="list-style-type: none"> • Participate in the module and prepare required exercises
<p><u>Session 2: Self-Esteem</u></p> <p><i>Content:</i></p> <ul style="list-style-type: none"> • Self-confidence • StrengthsFinder • Self-efficacy <p><i>References:</i></p> <ul style="list-style-type: none"> • Northouse, P.G. (2021) <i>Leadership: Theory and practice</i>. 9th edn. SAGE Publishing.

Last reviewed: 11/09/2025

- Chapter on Authentic Leadership or Trait Approach

Assignments:

- Use criteria (rigor, scenarios, stakeholder engagement, clarity) to evaluate which one is “good”

Session 3: Self-Knowledge

Content:

- Cognitive bias
- Beliefs, values and attitudes

References:

- Hammond, J.S., Keeney, R.L. and Raiffa, H. (2006) *The hidden traps in decision making*, *Harvard Business Review*. Available at: <https://hbr.org/2006/01/the-hidden-traps-in-decision-making>.
- Myers, D.M. and Twenge, J. (2020) *Social psychology*. 13th edn. McGraw Hill. (Chapter 4)

Assignments:

- Bias awareness exercise (identify bias at play – anchoring, confirmation, etc. -- in 5 scenarios)
- Belief mapping (map one belief you hold strongly, where it comes from, and how it influences daily decisions)
- Value ranking (reflect on what you prioritise in life and why via a quick values card sort)

Session 4: Self-Affirmation

Content:

- Assertiveness
- Behavioural strategies

References:

- Sherman, D.K. and Cohen, G.L. (2006) ‘The psychology of self-defense: Self-affirmation theory’, *Advances in Experimental Social Psychology*, 38, pp. 183-242. doi:10.1016/S0065-2601(06)38004-5.
- Alberti, R. and Emmons, M.L. (2017) *Your perfect right: Assertiveness and equality in your life and relationships*. 10th edn. Oakland, CA: Impact Publishers.
- Ohwovoriole, T. (2022) *How to be more assertive*, *VeryWellMind*. Available at: <https://www.verywellmind.com/how-to-be-more-assertive-6361677>.

Assignments:

- Participate in the module and prepare required exercises

Session 5: Self-Management Skills

Content:

- Stress management
- Self-discipline
- Time management
- Use of technology

References:

- TED (2013) *How to make stress your friend* | Kelly McGonigal. Available at: <https://www.youtube.com/watch?v=RcGyVTAoXEU>.
- Tracy, B. (2025) *Eat that frog!: 21 great ways to stop procrastinating and get more done in less time*. 4th edn. Oakland, CA: Berrett-Koehler Publishers.

Assignments:

- Participate in the module and prepare required exercises

KEY TEXTS

1. Maxwell, J.C. (2018) *Developing the leader within you 2.0*. HarperCollins Leadership.

SUPPLEMENTARY TEXTS

1. Maxwell, J.C. (2021) *The self-aware leader: Play to your strengths, unleash your team*. HarperCollins Publishers.
2. Whetten, D.A. and Cameron, K.S. (2024) *Developing management skills*. 10th edn. Pearson.
3. Connors, C.D. (2021) *Emotional intelligence for the modern leader: A guide to cultivating effective leadership and organizations*. Emeryville, CA: Callisto.
4. Northouse, P.G. (2021) *Leadership: Theory and practice*. 9th edn. SAGE Publishing.
5. Hammond, J.S., Keeney, R.L. and Raiffa, H. (2006) *The hidden traps in decision making*, *Harvard Business Review*. Available at: <https://hbr.org/2006/01/the-hidden-traps-in-decision-making>.
6. Myers, D.M. and Twenge, J. (2020) *Social psychology*. 13th edn. McGraw Hill.
7. Sherman, D.K. and Cohen, G.L. (2006) 'The psychology of self-defense: Self-affirmation theory', *Advances in Experimental Social Psychology*, 38, pp. 183-242. doi:10.1016/S0065-2601(06)38004-5.
8. Alberti, R. and Emmons, M.L. (2017) *Your perfect right: Assertiveness and equality in your life and relationships*. 10th edn. Oakland, CA: Impact Publishers.
9. Ohwovoriole, T. (2022) *How to be more assertive*, *VeryWellMind*. Available at: <https://www.verywellmind.com/how-to-be-more-assertive-6361677>.
10. TED (2013) *How to make stress your friend | Kelly McGonigal*. Available at: <https://www.youtube.com/watch?v=RcGyVTAoXEU>.
11. Tracy, B. (2025) *Eat that frog!: 21 great ways to stop procrastinating and get more done in less time*. 4th edn. Oakland, CA: Berett-Koehler Publishers.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Report
Final Exam (60%)	Written exam

MODULE DESIGN TEAM

- Author: *Sabrina Tanquerel*
- Reviewer: *Hendrik Lohse*
- External Reviewer: *Emanuela Giangregorio*