



**Course Syllabus: Contemporary Skills in Organizations**  
**Dillard College of Business Administration**  
**(MGMT 4113-X30)**  
**Summer I 2026**

**Contact Information**

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Prerequisites: Junior standing or above or consent of the chair, and MGMT 3013.

**Course Description**

*“I hear and I forget, I see and I remember, I do and I understand.”*

Those people who can deal effectively with other people are the ones who succeed, the ones who can help organizations to be successful. This course is designed to provide fundamental skills necessary for success in the business environment. In each lesson, we discuss how a skill or concept can be incorporated into one’s self-development, how a skill or concept is used in interactions with others, especially in team settings, and how the skill or concept is applied in the context of managerial roles in organizations. Each class is set up to provide a complete learning experience. This course is experiential in nature, and taking an experiential course takes time, energy, a willingness to try new things, and commitment. I hope you benefit from this class and be successful in your career.

By the end of this course, students should be able to:

- Assess personal strengths and understand how these might guide them to a major and career path
- Assess personal limitations and develop a plan for improving in these areas
- Use situational cues to guide self-disclosure and trust.
- Implement goal setting to achieve personal and professional goals
- Make better use of time by working smarter and not harder.
- Identify stressors and find ways to reduce or change responses to them.
- Seek out opportunities to increase the diversity and the benefits it brings to individuals personally and as a member of an organization.
- Differentiate between positive and negative listening behaviors.
- Improve the ability to send clear messages
- Incorporate tactics and strategies to improve influence and persuasion skills
- Utilize agendas, questioning, framing, scripting, and other negotiation strategies to increase effectiveness as a negotiator
- Ensure that all members of a team understand their roles and responsibilities and contribute equitably to meeting team objectives
- Understand natural conflict styles and know which strategy to adopt in a conflict situation.
- Teach and guide teams in utilizing effective process skills
- Make a decision before having all of the necessary information

### Textbook & Instructional Materials

- Connect 3P Inclusive Access Online Access for Interpersonal Skills in Organizations by de Janasz, Edition: 7th ISBN: 9781265303020 Publisher: McGraw-Hill Higher Education Formats: Adobe Ebook Reader Copyright Year: 2022 (No need to order this content, as it will be in your D2L account the first day of class.)
- Supplemental readings posted on Desire 2 Learn site at <https://d2l.msutexas.edu/d2l/home/136837>

### Student Handbook

Refer to: [Student Handbook](#)

#### Academic Integrity, Dishonesty, and Plagiarism Policies

These policies are explained in the Student Handbook, in the section, Code of Student Conduct, Standards of Student Conduct, and in the most recent Electronic Catalog, under the Student Honor Creed. “By enrolling in this course the student expressly grants MSU a ‘limited right’ in all intellectual property created by the student for the purpose of this course. The ‘limited right’ shall include but shall not be limited to the right to reproduce the student’s work product in order to verify originality and authenticity, and educational purposes.” Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

#### [Office of Student Conduct](#)

Violation of any of the guidelines in the MSU Student Honor Creed is an academic integrity violation. In short, cheating, collusion, and plagiarism will not be tolerated. The term “cheating” generally means representing someone else’s work as your own and includes, but is not limited to:

1. Failing to report to your professor any suspicion of cheating on exams.
2. Acting with intent to promote or assist cheating, including soliciting, encouraging, directing, or aiding attempts of fellow students to cheat before, during, or after an exam.
3. Soliciting information about exam questions from students who have taken a test.
4. Intentionally or negligently aiding someone taking an exam or quiz.
5. Looking or glancing at another student’s exam while the exam is being taken.
6. Soliciting answers from a fellow student during an exam or quiz.

### Grading

Important note: You must turn in each assignment to complete/pass the course.

Table 1: Points allocated to each assignment

Weekly Online Discussions	200
Weekly Online Quizzes	200
Two Personal Reflection Papers	200
Midterm Exam	200, or 0 if you waive midterm score
Final Exam	200, or 400 if you waive midterm score
TOTAL	1000 points

Grades will be based upon a percentage of those points earned by the student. There will be no substitutions for the above assignments. Final grades will follow the traditional demarcations as follows:

A = 90.00% and above                      C = 70.00% to 79.99%                      F = less than 60.00%  
B = 80.00% to 89.99%                      D = 60.00% to 69.99%

#### Weekly Online Discussions (50 points maximum each)

Online discussion is a critical learning vehicle. The importance and value of *your* participation cannot be stressed too highly. In order to be successful with regard to discussion participation, you must participate in an active and relevant way. Persistently low preparation and poor contributions will jeopardize your chances of receiving a good grade. Each discussion participation grade will be assessed according to the following criteria:

Category	0 - 3	4	8	10
Delivery of initial post 10 pts	3 point - Initial response to discussion question is posted by Sunday. 0 points - Response is posted after Sunday.	Initial response to discussion question is posted by Friday.	Initial response to discussion question is posted by Thursday.	Initial response to discussion question is posted by Wednesday.
Quality of Initial Post 10 pts	0 points - Does not post 3 point - Posts are "hasty" with very little analysis. Utilizes poor spelling and grammar.	Provides satisfactory analysis. Few grammatical or spelling errors are noted in posts.	Very good. Provides very good examination of discussion question. Consistently uses grammatically correct posts with rare misspellings.	High quality. Applies concepts from text, personal and/or other sources. Provides evidence or logic. Provides thorough examination of discussion question. Posts are grammatically correct with no misspellings.
Expression Within the Response to Other Posts 20 pts total (minimum - respond to 2 other posts) (10 points per post)	Posts responses which are short in length, offer no further insight into the topic or do not relate to the discussion content; makes short or irrelevant remarks i.e. "I agree;" "Good Job." Does not express opinions or ideas clearly; no or unclear connection to topic as evidenced in minimal expression of opinions or ideas.	Posts responses that are related to discussion content; prompts further discussion of topic. Opinions and ideas are stated clearly, with occasional lack of connection to topic.	Posts responses that are related to discussion content; prompts further discussion of topic. Opinions and ideas are stated clearly and connected to the topic.	Posts responses related to discussion topic; Expresses opinion and ideas in a clear and concise manner with obvious connection to topic.
Contribution to the Learning Community 10 pts	Does not make effort to participate in learning community as it develops or occasionally makes meaningful reflection on group's efforts; seems indifferent or makes marginal effort to become involved with group discussion.	Satisfactory attempt to direct the discussion and to present relevant viewpoints for consideration by group.	Attempts to direct the discussion and to present relevant viewpoints for consideration by group.	Aware of needs of community; Attempts to motivate the group discussion; moves analysis forward; builds upon comments of classmates; presents creative approaches to topic.

**Weekly Online Quizzes (20 points maximum each)**

In each week, online quizzes will be given covering the materials under discussion. The best ten quiz grades will count for your course grade.

### **Two Personal Reflection Papers (100 points maximum each paper)**

In each paper, you will select a skill topic area from the book/class and write about how the topic relates to a personal experience you have had. You should present a situation, explain what happened and why, and analyze how the situation could have been handled differently based on specific learning from the book/class. You should then devise an action plan for the future in order to become more competent when faced with similar situations. Do not use any cases from the assigned readings or from the class. You may submit three reflection papers during this semester. The best two papers will count for your course grade.

The paper should be between 600 and 800 words, and type-written. On the first page, you must print the following information: course number and your name (“4113 Name\*\*\* Personal Reflection Paper #”). Failure to follow these instructions may result in a deduction of points. Please try to be creative and insightful. You should analyze only one topic area in each paper.

### **Exams (400 points maximum)**

There will be two online exams, a midterm and a final. The exams will be based not only on assigned readings, but also on materials discussed in class but not covered in the readings. If you are not satisfied with your midterm score, you may ask me to discard it; however, you must submit your request to me via email at least one week **prior** to the final exam. You may not skip the midterm or take the final exam only. There is **no** make-up for the final exam – you **must** take the final exam – no exceptions.

### **Late Work**

The grade penalty for the late submissions is **10% off for each day** the submission is late. Work submitted more than **ten** days late will not be graded. Please check and remember the due date of each assignment on the Schedule of Classes.

### **Make Up Work/Tests**

There is no make-up provision for any missed assignments and tests. If you feel that any material in this class has been improperly graded, you may submit a *written* appeal within one week of receiving the graded material to be regarded. In your appeal, you must both state and prove why you deserve more credit than you received.

### **Desire-to-Learn (D2L)**

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

The class handouts, materials posted on D2L, and supplemental readings you will receive are copyrighted works. They are provided for your educational purposes only, and should not be copied or distributed.

### **Online Computer Requirements**

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. *\*Assignments and tests are due by the due date, and personal computer technical*

**difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. **\*Your computer being down is not an excuse for missing a deadline!!** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

### **Change of Schedule**

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

### **Refund and Repayment Policy**

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

### **Services for Students with Disabilities**

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

### **College Policies**

#### *Campus Carry Rules/Policies*

Refer to: [Campus Carry Rules and Policies](#)

#### *Smoking/Tobacco Policy*

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

#### *Alcohol and Drug Policy*

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

### *Campus Carry*

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

### *Active Shooter*

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled “*Run. Hide. Fight.*” which may be electronically accessed via the University police department’s webpage: [“Run. Hide. Fight.”](#)

### **Grade Appeal Process**

Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

**\*Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

### **Course Schedule**

Week	Readings	Assignments
Week 1 6/1-7	<ul style="list-style-type: none"><li>• Syllabus &amp; Supplemental readings</li></ul>	<ul style="list-style-type: none"><li>• Introduce yourself in the Class Introductions Discussion Forum</li><li>• Complete online self introduction</li></ul>
	<ul style="list-style-type: none"><li>• Chapter 1: Self-Awareness &amp; Chapter 2: Self-Disclosure/Trust</li><li>• Chapter-related PowerPoint</li></ul>	<ul style="list-style-type: none"><li>• Complete Chapter 1 quiz and Chapter 2 quiz</li></ul>
	<ul style="list-style-type: none"><li>• Chapter 3: Goal Setting</li><li>• Chapter-related PowerPoint</li></ul>	<ul style="list-style-type: none"><li>• Complete Chapter 3 quiz</li></ul>
	<ul style="list-style-type: none"><li>• Chapter 4: Self-Management</li><li>• Chapter-related PowerPoint</li><li>• Week 1 class notes</li></ul>	<ul style="list-style-type: none"><li>• Complete online discussion #1</li><li>• Complete Chapter 4 quiz</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, June 7, 2026.</p>
Week 2 6/8-14	<ul style="list-style-type: none"><li>• Chapter 5: Diversity</li><li>• Chapter 6: Listening</li><li>• Chapter-related PowerPoint</li></ul>	<ul style="list-style-type: none"><li>• Complete Chapters 5&amp;6 quiz</li></ul>
	<ul style="list-style-type: none"><li>• Chapter 7: Communicating Effectively</li><li>• Chapter-related PowerPoint</li></ul>	<ul style="list-style-type: none"><li>• Complete Chapter 7 quiz</li></ul>

	<ul style="list-style-type: none"> <li>• Chapter 8: Persuasion</li> <li>• Chapter-related PowerPoint</li> <li>• Week 2 class notes</li> </ul>	<ul style="list-style-type: none"> <li>• Complete online discussion #2</li> <li>• Complete Chapter 8 quiz</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, June 14, 2026.</p>
Week 3 6/15-21	<b>Mid-Term Exam</b>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Personal Reflection Paper due.</li> </ul>
	<ul style="list-style-type: none"> <li>• Chapter 9: Negotiation/Negotiation exercise</li> <li>• Chapter-related PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Chapter 9 quiz</li> </ul>
	<ul style="list-style-type: none"> <li>• Chapter 10: Building Teams/Exercise</li> <li>• Chapter-related PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Chapter 10 quiz</li> </ul>
	<ul style="list-style-type: none"> <li>• Chapter 11: Managing Conflict</li> <li>• Chapter-related PowerPoint</li> <li>• Week 3 class notes</li> </ul>	<ul style="list-style-type: none"> <li>• Complete online discussion #3</li> <li>• Complete Chapter 11 quiz</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, June 21, 2026.</p>
Week 4 6/22-28	<ul style="list-style-type: none"> <li>• Video Case &amp; Chapter 13: Facilitating Team Success</li> <li>• Chapter-related PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Chapter 13 quiz</li> </ul>
	<ul style="list-style-type: none"> <li>• Chapter 14: Making Decisions and Solving Problems</li> <li>• Chapter-related PowerPoint</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Chapter 14 quiz</li> </ul>
	<ul style="list-style-type: none"> <li>• Chapter 15: Use of Power and Influence</li> <li>• Chapter-related PowerPoint</li> <li>• Week 4 class notes</li> </ul>	<ul style="list-style-type: none"> <li>• Complete online discussion #4</li> <li>• Complete Chapter 15 quiz</li> <li>• 2<sup>nd</sup> Personal Reflection Paper due.</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, June 28, 2026.</p>
Final Exam 6/29-7/2	<b>Final Exam</b>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Personal Reflection Paper due (optional)</li> </ul>