



The University of Texas at El Paso
College of Liberal Arts
Master of Arts in Leadership Studies
Spring 2024

Course: MLS 5340 Team Based Leadership

Online course

Instructor: Areli Chacon Silva, Ph.D; achaconsilva@utep.edu

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I have created a WhatsApp group for the class. You are more than welcome to join. Scan with your cellphone the following QR code:



*This syllabus is subject to change at our discretion to meet students' instructional needs and/or to accommodate time constraints.

Required Text(s):

LaFasto, F. M. J., & Larson, C. E. (2001). *When teams work best: 6000 team members and leaders tell what it takes to succeed*. Thousand Oaks, CA: Sage.

Lencioni, P. M. (2002). *The five dysfunctions of a team: A leadership fable* (Vol. 13). John Wiley & Sons.

Maxwell, J.C. (1998). *The 21 irrefutable laws of leadership: follow them and people will follow you*. Nashville, TN: Thomas Nelson, Inc.

Roberts, W. (1987). *Leadership secrets of Attila the Hun*. New York: Business Plus.

Wageman, R., Nunes, D.A., Burruss, J.A. and Hackman, J.R. (2008). *Senior leadership teams: What it takes to make them great*. Harvard Business Press.



Required Additional Text Materials

There will be additional assigned readings from the professional and research literature.

Course Description

The course examines leadership within team structures and how such teams typically function. We will focus on collaborative leadership, connective leadership, shared leadership, and how such strategies affect decision making and message management. Contemporary leadership dynamics in both the public and private sector increasingly rely on leadership teams and collaboration. This type of leadership structure can be found across multiple organizations and industries at multiple levels.

Course Objectives: By the end of the class, you will be able to:

- Identify and analyze problems related to group decision making and team effectiveness
- Develop and propose solutions to problems related to group decision making communication and processes
- Understand conditions and requirements for the use of teams to solve difficult problems within organizations
- Use key theories in leadership to help you lead or participate in leadership teams effectively

Time frame:

8 weeks (from Tuesday January 16 to Friday March 8, 2024)

Course Expectations: To create and maintain a positive learning environment, you are expected to take responsibility for your learning and play an active role in developing your academic skills and your own leadership development. To this end, you are each expected to aspire to excellence.

- **Nature of the course:** Students will work individually and in teams. Each module will have a weekly work menu to guide students through the content and identify assignments, assessments, forum postings or blogs to be completed either individually or in teams.
- **Managing your online time:** The rule of thumb is to allot approximately 3 hours studying for every credit hour taken. Thus, you should plan to spend a minimum of 9 hours per week on this class beyond the time you spend on Blackboard. This is a standard recommendation used by American Universities.

As an online student, most of your classes and school activities can be done at the time of your choosing, but you will do yourself a favor if you stick to a fairly strict



schedule. One way to stop yourself from procrastinating is to set aside specific hours for your online class every single day. "Check in" with your class **DAILY** as well to keep up with any Announcements and E-mails we may have sent.

- **For discussion board participation: You must post at least two original responses plus two comments to your peers's posts in reaction to the week's discussion questions from the readings, the learning enhancement topics (TED talks), and/or team work.** In short, you will post a minimum of two comments and respond to a minimum of four posts per week. Many of the discussion topics will be tied to the course readings/materials; as such, you will need to invest some time in these activities. Your posts can be of varying lengths. We encourage you to write at least 150 words or more in your typical discussion postings. Overall, we would like to see some lengthy, some average, and some short responses. Short means a few sentences. Simply posting terms such as "Yep" or "I agree" will not suffice as short replies.

- **Deadlines**

- The deadline for original discussion posts is 11:59 p.m. MST every **Wednesday**. (With the exception of week #1, is due on Friday)
- Replies to team group or colleagues are due by 11:59 p.m. MST every **Sunday**.
- Written assignments will have specific due dates and times and they will be specified on the Course Calendar.

Leadership Café: Students must actively participate in online discussions and may visit a section established exclusively for them to share ideas. The Leadership Café (students only forum) is an online space where you can discuss ideas, ask questions, and share concerns with your peers. We are also here to help but also respect students' rights to also work with peers without instructor input. If there is a topic that surfaces in the café and that needs to be addressed by us, please feel free to email either or both of the instructors.

Instructor's Online Presence: Like you, I am committed to this class and will be online **DAILY**. I check my UTEP email several times a day, so if you need to reach me, please email me at: achaconsilva@utep.edu I am also available via telephone. If you want to reach me via cell phone, feel free to do so.

Plagiarism: Plagiarism means using someone else's work without giving that person direct credit. This includes using written text from any source or another's ideas. Academic dishonesty is an affront to the pursuit of knowledge and a student's integrity. Acts of plagiarism/academic dishonesty are serious and will be dealt with according to UTEP policy. Graduate students are expected to be cognizant of and adhere to university policies. If you have



questions about what constitutes academic dishonesty, speak to me or refer to the UTEP Graduate Catalog or the APA Manual.

Assignments: It is expected that out-of-class written assignments will be typed (word processed – 12” font) using APA (7th ed.) format free of mechanical errors, and adhere to standards of professional writing. EVERY WRITTEN ASSIGNMENT WILL HAVE AN APA FORMATTED COVER PAGE WHICH INCLUDES THE AUTHOR(S) NAME(S). You should keep a copy of every assignment. Keep all returned assignments until your final grade is posted. Read assignment directions carefully, budget your time, and start early on each assignment so you are finished and have time to **proofread** and **edit** before due dates. This will allow you enough time to take your assignments through multiple drafts and to devote rigorous thought to them.

An assignment that does not adhere to the directions will not receive a passing grade. If you have any questions or if you do not know what any of the grading criteria please ask. I am available by e-mail and will respond as quickly as possible. I will respond much more quickly to email inquiries than to telephone messages.

Special Help: Because this is a graduate-level class, you should possess those communication skills (reading, writing, listening, speaking, thinking, viewing, and visually representing) and computer skills that are necessary for you to express your thoughts in effective language and also complete and submit those assignments.

Disabled Student(s): If you have or believe you have a disability which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the Disabled Student Services Director. “The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Students who become pregnant or have parenting responsibilities may also request reasonable accommodations. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. The UTEP Center for Accommodations and Support Services (CASS) will process requests for accommodations based on a disability, pregnancy, or parenting. Contact the Center for Accommodations and Support Services at 915-747-5148, email them at cass@utep.edu, or apply for accommodations online via the CASS portal.” You may call 915.747.5148 visit them online at:



www.utep.edu/dsso. Students who have been designated as disabled must reactivate their standing with the DSSO on a yearly basis.

Performance Assessments: To be eligible for a course grade, the student must complete **all** the requirements listed below.

- Read the textbooks and other assigned readings. Participate **positively** in all group and individual on-line activities.
- **Grading Scale:** A = 90-100% (excellent), B = 80–90% (superior), C = 70-79% (competent), D = 60-69% (below competent), F = 0-59% (failing).
Grades will be arrived by summing points earned on the following assignments:

<u>Activity or Assignment</u>	<u>Points available</u>
Self-introduction	5
Online Quizzes (3) –worth 5 points each	15
Weekly Online discussion questions and team simulation**	30
Assignments (5):	
1) Individually write a 1-2 page paper describing an experience you have had working in a Team Leadership position –	10
2) 3-5 page Team-written paper based on the Children’s Boston Hospital case	5
3) 8-10 page midterm paper on team leadership written in teams, based on Gen Rebecca S. Halstead case	10
4) 12 page final paper on team leadership written in teams based on one case study Ernest Shackleton	20
5) Video team presentation of final paper	5
Total possible points	100

*All assignments will be assessed in relation to the *depth and thoughtfulness* of your work, the *quality* of your attendance, participation, preparation, and completion of all activities, and the *quality and clarity* of your writing. Unless otherwise stated, all assignments are due by midnight of the date indicated on the course calendar and should be submitted through **Blackboard** unless otherwise stated. Should you have any questions, let me know.

Wishing you the best,

Dr. C



Academic Calendar

Week One (January 16)—Team-based Leadership: What do we know about groups?

- Readings for the week: Wageman, et al., (2008) The Essentials Preface, Chapters 1 - 4
- Syllabus and Calendar review (Blackboard home page)
- Self-Introduction (Discussion Board) **Due 11:59 p.m. Thursdaysday January 18**
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Friday January 19**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, January 21**
- **Assignment # 1:** Individually write a 2-3 page paper describing an experience you have had working on a Leadership position within a team (Individual). Submit in Blackboard. **Due date: Sunday, January 21**
- **Quiz 1 (Syllabus and preface) will be open until 11:59 p.m. Sunday January 28**

Week Two (January 22)— Team-based Leadership: The Essentials

- Readings for the week: Wageman, et al., (2008) Chapters 5, 6, and 7
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday January 24**
- **Movie** – Watch “Everest” (2015) the movie and post your analysis and answers in the Discussion Board. **Due 11:59 p.m. Sunday, January 28**
- **Assignment # 2:** 3-5 page Team-written paper based on the **Children`s Hospital Boston** (course pack). Submit in Blackboard. **Due 11:59 p.m. Sunday February 4**

Week Three (January 29)—Enabling Conditions for Successful Teams: organizational climate, and how teams navigate for success

- Reading for the week: Wageman, et al., (2008) Chapters 8 and 9
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday January 31**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, February 4**
- **Reminder assignment # 2:** 3-5 page Team-written paper based on the **Children`s Hospital Boston** (course pack). Submit in Blackboard. **Due 11:59 p.m. Sunday February 4**

Week Four (February 5)— Leading a Leadership Team

- Reading for the week: LaFasto and Larson (2001), Prologue, Chapters 1, 2, and 3.
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday February 7**
- **Movie** – Watch “Glory Road” (2006) the movie and post your analysis and answers in the Discussion Board. **Due 11:59 p.m. Sunday, February 11**
- **Quiz 2 will be open until 11:59 p.m. Sunday February 11**
- **Assignment # 3:** 8-10 page midterm paper on team leadership written in teams based on the Case Study of General Rebecca S. Halstead’s Leadership. **Due Sunday February 18**



Week Five (February 12)— The team leader and the organization environment

- Readings for the week: LaFasto and Larson (2001), Chapters 4, 5, and final word
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday February 14**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, February 18**
- **Reminder assignment # 3:** 8-10 page midterm team paper on team leadership based on the Case Study of General Rebecca S. Halstead's Leadership. **Due Sunday February 18**

Week Six (February 19)— The 5 dysfunctions of a Team

- Readings for the week: Lencioni (2002). The five dysfunctions of a team. Complete book.
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday February 21**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, February 25**
- **Quiz 3 will be open until 11:59 p.m. Friday March 8**
- **Assignments# 4 and # 5:** 12 page final paper on team leadership written in teams based on case study of Ernest Shackleton (course pack) and video team presentation **Deadline 11:59 Saturday March 9**

Week Seven (February 26)— Leadership secrets of Attila the Hun

- Readings for the week: Roberts (1987) complete book.
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday February 28**
- **Student evaluations open -*Fill out student evaluation***
- **Assignments# 4 and # 5:** 12 page final paper on team leadership written in teams based on case study of Ernest Shackleton (course pack) and video team presentation **Deadline 11:59 Saturday March 9**

Week Eight (March 4)— It worked for me: The laws of Leadership

- Readings for the week: Maxwell, J. C. (1998). The 21 Irrefutable laws of Leadership. Complete book.
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday March 6**
- **Reminder assignments# 4 and # 5:** 12 page final paper on team leadership written in teams based on case study of Ernest Shackleton (course pack) and video team presentation **Deadline 11:59 p.m. Saturday March 9**