
MLS 5300: Contemporary Concepts of Leadership

College of Liberal Arts | University of Texas at El Paso
Fall 2026 | Hybrid (Ft. Bliss, Tuesdays 5–8 PM)
Dates: August 25th – October 13th

Instructor Information

Dr. Mari Noopila

 mynoopila@utep.edu

 575-571-7300

 *Office Hours:* Tuesdays 4–5 PM at Ft. Bliss and by appointment (Zoom, online, or phone)

Course Overview

Description:

This course provides an introduction to the field of leadership through both classic and contemporary perspectives. Students will explore leadership theories, styles, and behaviors, while applying key concepts to modern contexts.

You'll learn to:

- Identify and explain major leadership paradigms and theories
 - Analyze traits and characteristics of effective leaders
 - Recognize your own leadership tendencies and potential
 - Understand factors that drive organizational change
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Required Texts

1. **Northouse, P. G. (2026).** *Leadership: Theory and Practice* (10th ed.). Sage Publications. ISBN: 9781071957394
2. **Keohane, N. O. (2010).** *Thinking About Leadership*. Princeton University Press.

 Students must have regular computer access, Blackboard, UTEP email, and internet connectivity.

Course Format

This is an **accelerated, hybrid graduate seminar**. We meet weekly in person and continue the discussion and assignments online.

Be prepared to read critically, engage in discussion, and connect theory to real-world leadership practice.

 *Time Commitment:* Plan approximately **12 hours per week** (3 contact + 9 independent study hours).

Instructor Philosophy

My classroom is a space of **respect, curiosity, and collaboration**. I believe that everyone brings valuable lived experiences that enrich our discussions. Through dialogue, reflection, and application, we'll explore how leadership concepts come alive in practice. Expect a **supportive and inclusive environment** that encourages engagement, reflection, and growth.

Communication & Availability

I respond to messages within **24–48 hours (Mon–Fri)**.

Please email me via UTEP or Blackboard for all course-related communication.

Course Policies

Attendance

- Two absences = automatic failure in the course.
- No excused absences (except documented emergencies such as serious illness, family death, or jury duty).
- Be punctual and present—your engagement is essential.

Late Work

- Assignments are due by **11:59 PM (CDT)** on the listed due date.

- Late submissions lose **10 points per day** (including weekends).
- Final exam and major papers cannot be submitted late.

Academic Integrity

All work must be original and properly cited (APA format).
Plagiarism or collusion will result in a failing grade and possible disciplinary action.

“If it’s not your idea or your words—cite it.”

Technology Etiquette

Phones should be silenced; step outside for urgent calls.
No recording or photographing without permission.
Laptops/tablets may be used for class-related purposes only.

Student Support

Students with disabilities or accommodation needs should contact:
Center for Accommodations and Support Services (CASS)

 Union East Room 106
 cass@utep.edu |  (915) 747-5148
 [UTEP CASS Website](#)

Assignments & Evaluation

Assignment	Description	Points
Weekly Team Presentation	Present and lead discussion on assigned textbook chapter.	100
Mini Analysis 1	Short analytical paper applying leadership theory.	100
Mini Analysis 2	Follow-up paper with deeper application and synthesis.	100
Leadership Philosophy Statement	Reflective paper articulating your evolving leadership philosophy.	100
Final Exam Essay	Choose 3 of 5 essay questions to demonstrate comprehensive understanding.	100
Total		500 points

Grading Scale

Grade Points

A	450–500	Excellent mastery
B	400–449	Strong performance
C	350–399	Satisfactory
D	300–349	Below expectations
F	<300	Failing

Participation Expectations

Active participation is central to your success.

Level	Description
Excellent	Consistent, thoughtful engagement in discussions; demonstrates preparation and insight.
Good	Regular contributions; demonstrates understanding and respect for peers' ideas.
Satisfactory	Minimal participation; limited engagement with readings.
Poor	Rarely contributes or fails to complete discussion activities.

Writing & Format Standards

- Use **APA (7th ed.)** format for all written work.
 - 1" margins, double-spaced, 12-pt Times New Roman font.
 - Proofread carefully—grammar and structure affect your grade.
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Course Conduct

- Be professional and respectful in all interactions.
- Maintain confidentiality and collegiality in discussions.
- Uphold UTEP's policies on academic integrity and student conduct.

For details, refer to:

- [UTEP Handbook of Operating Procedures](#)
 - [Regents' Rules and Regulations](#)
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Final Thoughts

This course is designed to help you **think critically, engage deeply, and discover your own leadership voice.**

Stay proactive, communicate early, and take advantage of our collaborative learning environment.

Together, we'll explore what it means to lead with purpose, ethics, and impact.
