



The University of Texas at El Paso
College of Liberal Arts
Master of Arts in Leadership Studies
Spring 2026

Course: MLS 5340 Team Based Leadership (*Online*)

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

Required Text(s):

- 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.
- 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.

Course Description

The course examines leadership within team structures and how such teams typically function. We will focus on various forms of leadership, including collaborative, connective, and shared leadership, and how such strategies affect decision-making and message management. Contemporary leadership dynamics in both the public and private sectors increasingly rely on leadership teams and collaboration. This leadership structure is found across multiple organizations and industries at various 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:

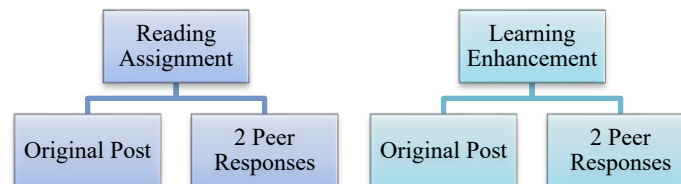
8 weeks (from Tuesday, January 20th to Friday, March 13, 2025)

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, strive for 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 individually or in teams. Teams will be assigned during the first week.
- **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 completed at your chosen time, but you will help yourself if you stick to a fairly strict schedule. One major obstacle is procrastination. To avoid becoming vulnerable to this downfall, set aside specific hours each day for your online class. Also, "Check in" with your class daily to keep up with any Announcements and e-mails we may have sent.

- All coursework will be completed using Blackboard: Discussion Board Posts and Responses, Quizzes, submission of Individual and Team Papers, etc. Late submissions are not allowed unless previously authorized by the instructor. Submissions turned in past the due date, if accepted, will not be eligible for the entire percentage grade.
- **Discussion board participation - you will have two weekly discussion board forums: Reading Assignments and Learning Enhancement. You must enter an original post for each forum (one for the reading assignment and one for learning enhancement) and provide four responses to your peers' posts (two responses for the reading assignment forum and two responses for the learning enhancement forum). Below is an example of what is expected of participation on the discussion board.**



In short, you will enter a minimum of two original posts and respond to a minimum of four posts per week. Many of the discussion topics will be tied to the course readings/materials, so you will need to invest some time in these activities. Your posts can vary in length. We encourage you to write at least 150 words or more in your original posts. Overall, we would like to see a range of responses, including lengthy, average, and brief ones. Short means a few sentences. Simply posting "Yep" or "I agree" will not suffice as short replies. Please be mindful and respectful of



one another while participating in the discussion boards. For additional netiquette guidance, you can go to UTEP's "What Are the 10 Rules of Netiquette?" web page. A link is provided on BB under the "Etiquette for Online Discussions" tab, located in the Home Page folder.

Deadlines

- Unless otherwise specified, all coursework is due by 11:59 p.m. MST.

Leadership Café: Students must actively participate in the online discussions and may choose to visit a section dedicated to sharing ideas. The Leadership Café (students-only forum) is an online space where you can discuss ideas, ask questions, and share concerns with peers. We respect students' rights to work with peers without instructor input, but we are also here to help if needed. If a topic arises in the café that needs to be addressed, please feel free to email the instructor.

Instructor's Online Presence & Communication: Like you, I am committed to this class and will be online daily. I check my UTEP email several times daily, so if you need to reach me, please email me at perez@utep.edu. However, given that the course is only 8 weeks long, I am available by email and will respond as soon as possible. I would also prefer that you contact me by phone so we can promptly address your questions or concerns at 915-525-3007.

Do not send questions, concerns, messages, or emails through BB. If communication is via BB, a response may take 72 hours or more.

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 in accordance with UTEP policy. Graduate students must be aware of and comply with 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 the assignment directions carefully, budget your time, and start early on each assignment so you can finish on time and have sufficient time to proofread and edit before the due dates. This will allow you sufficient time to review your assignments through multiple drafts and 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, please don't hesitate to reach out. I am available by e-mail and will respond as soon as possible. I would also prefer that you contact me by phone so we can promptly address your questions or concerns at 915-525-3007.

Special Accommodations

The University of Texas at El Paso provides, upon request, appropriate academic accommodation for students with disabilities. Please coordinate with the Center for Accommodations and Support Services instructor and the class instructor as early as possible to ensure accommodations are provided in a timely



manner. For more information, contact the Center for Accommodations and Support Services (<http://sa.utep.edu/cass/>).

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 online activities.

Grading Scale: A = 90-100% (excellent), B = 80-89% (superior), C = 70-79% (competent), D = 60-69% (below competent), F = 0-59% (failing). Grades are comprised based on the following:

<u>Activity or Assignment</u>	<u>Percent</u>
Quizzes taken on Blackboard (3)	15%
Discussion Board Activity (Reading Assignment Posts, Learning Enhancement Posts and Paper Assignments	40%
<i>Assignment #1: OPTIONAL Team paper*: Leadership Reflection (Up to 5pts to lowest team paper)</i>	45%
<i>Assignment #2: Team paper: Children's Boston Hospital case (10%)</i>	5 pts
<i>Assignment #3: Team paper: Gen. Rebecca S. Halstead case (20%)</i>	
<i>Assignment #4: Final - Individual paper (15%)</i>	
Total	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 required and are due by 11:59 p.m. of the date indicated on the course calendar and should be submitted through **Blackboard** unless otherwise noted. Should you have any questions, let me know.

This assignment is **OPTIONAL. It is intended to help the team begin talking and working together and find a rhythm to complete the remaining required team assignments. It will not count towards your grade but can serve to add up to 5 points to the lowest team grade you receive on either of the two team assignments.*

Wishing you the very best this semester! Dr. Perez.



Academic Calendar

Week One (Jan 19th) – Team-based Leadership: What do we know about groups?

Readings for the week:

- Wageman, et al., (2008), Chapters: Preface, 1-3

Learning Enhancement

- Introductions

Quiz

- Quiz 1 (Syllabus and preface) due by Wk 2

Paper Assignment

- Assignment # 1: Team Paper due Wk 2

*This assignment is **OPTIONAL**. It is intended to help the team begin talking and working together and find a rhythm to complete team assignments. It will not count towards your grade but can serve to add up to 5 points to the lowest team grade you receive on either of the two team assignments.*

Week Two (Jan 26th) – Team-based Leadership: The Essentials

Readings for the week:

- Wageman et al., (2008), Chapters: 4-6

Learning Enhancement

- TED Talk - Lead Like the Great Conductors
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Week Three (Feb 2nd) – Enabling Conditions for Successful Teams: organizational climate and how teams navigate for success

Reading for the week:

- Wageman et al., (2008) Chapters 7-9

Learning Enhancement

- Watch “Miracle” (2004)

Quiz

- Quiz 2 (Wageman Chapters 1-9) due by Wk 5
-



Week Four (Feb 9th) – Leading a Leadership Team

Reading for the week:

- LaFasto and Larson (2001) Chapters Prologue, 1-3

Learning Enhancement

- TED Talk - Everyday Leadership

Paper Assignment

- Assignment # 2: Team Paper due Wk 7
-

Week Five (Feb 16th) – The Team Leader and the Organization's Environment

Readings for the week:

- LaFasto and Larson (2001), Chapters 4, 5, and final word

Learning Enhancement

- TED Talk – Are You an Ideal Team Player?

Quiz

- Quiz 3 (LaFasto and Larson; AND Lencioni books) Due by Wk 7
-

Week Six (Feb 23rd) – The 5 Dysfunctions of a Team

Readings for the week:

- Lencioni (2002). Entire book: The Fable & The Model

Learning Enhancement

- Watch “Glory Road”

Paper Assignment

- Assignments# 3: Individual Paper due Wk 8
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Week Seven (Mar 2nd) – It worked for me: The Laws of Leadership

Readings for the week:

- Maxwell, J.C. (1998), Chapters 1-12

Student evaluations sent to your email accounts -*Please fill out the student evaluation

Week Eight (Mar 9th)

Readings for the week:

- Maxwell, J.C. (1998), remaining chapters



JANUARY

SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22		
 25	26	27	 28 OPTIONAL	29		 

FEBRUARY

SUN	MON	TUE	WED	THU	FRI	SAT
 1	2	3	4	5		
 8	9	10		11		
 15	16	17	18	19		 
 22	23	24	25	26		

MARCH

SUN	MON	TUE	WED	THU	FRI	SAT
 1	2	3		4		
8	9	10		11	12	13
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Notes

Unless otherwise specified, all coursework is due by 11:59 p.m. MST.



Paper Assignment Due



Reading Assignment Posts Due



Learning Enhancement Posts



Peer Responses to Reading Due



Quiz Due