



**The University of Texas at El Paso
College of Liberal Arts
Master of Arts in Leadership Studies Program
Syllabus – Spring 2020 SMC 70-03**

Course: MLS/MLSX 5340 Team Based Leadership

Meets: Tuesday; 5:00-8:00 p.m. at Fort Bliss Sergeant Majors Academy Room 305

Instructor: Areli Chacón Silva, Ph.D.; achaconsilva@utep.edu; 915.667.6326 (cell)

Office: 223-B Kelly Hall, UTEP **Phone:** 915.747.6275

Office Hours: Tuesday-Thursday 10:00 a.m.–12:00 noon or by appointment

*This syllabus is subject to change at my 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.

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.

This is a hybrid course; as such, you will be expected to come to class ready to work and having read the day's assigned readings. You will also need to participate in online discussions and other mediated activities.



Because many discussions will take place during our class meetings, please be sure to listen (and refrain from talking) when another is speaking about class-related issues. Please logon to our Blackboard shell via the myutep.edu website often. I look forward to a productive and meaningful course for all of us.

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

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 for time planning for a course is approximately 3 hours for every credit hour taken. This is a standard figure recommended across the board by American Universities. So for this course you should expect to spend:

3 hours of class time + 9 hours of study and prep time = 12 hours per week.

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 Announcements and E-mails I may have sent.

- **For discussion board participation**
Also, you will be expected to participate in discussions a minimum of 3 times per week. You **must post at least one comment in reaction to the week's**



discussion questions from the readings, the learning enhancement topics (TED talks), and/or team work. You must also comment on at least 2 posts to three different topics per week. In short, you will post a minimum of three comments and respond to a minimum of six posts per week. Many of the discussion topics will be tied to the readings, TED Talks, supplemental readings, or case studies; as such, you will need to invest some time for these activities. Your posts can be of varying lengths. I encourage you to write at least 150 words or more in your discussion posting in response to the provided guided questions.

Ideally, I would like to see some lengthy, some average, and some short in length. Short means a few sentences. Simply posting terms such as “Yep” or “I agree” will not suffice as short replies. If you participate more, I will appreciate the effort.

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 class peers. I am 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 me, please feel free to email me.

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 and other forms of academic dishonesty are serious and will be dealt with according to UTEP’s policy. Graduate students are expected to be cognizant of and adhere to university policies and professional codes of behavior regarding academic integrity and ethics. 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 (6th edition) format (Sample paper available at:https://owl.english.purdue.edu/media/pdf/20090212013008_560.pdf), free of mechanical errors, and adhere to standards of professional writing. You should keep a copy of every assignment. Keep all returned assignments until the end of the semester. Read the directions for assignments carefully, budget your time, and start early on each assignment so you are finished and have time to **proofread** and **edit** before due dates. Starting early 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 refer to, please ask. I will be available by E-mail almost anytime between the hours of 10:00 a.m. and about 5:00 p.m. and will respond as quickly as possible.

Special Help/ 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 instructor and/or the Disabled Student Services Director. You may call 915.747.5148, visit the Disabled Student Services Office (DSSO) website at: www.utep.edu/dsso, or the DSSO office in 108 East Union Building. 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 class and 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> |
|--|-------------------------|
| 2-3 page paper describing an experience you have had working in a Team Leadership position | 5 |
| 5-page Team-written leadership paper | 15 |
| 15-minute team presentation of paper | 5 |
| Online Quizzes (4) – Various due dates, each is worth 5 points | 20 |
| 12 page final paper on team leadership written in teams (based on one case posted in Blackboard) | 15 |
| Online participation – 21 hours or more | 25 |
| 15-minute team presentation of paper | 10 |
| Class attendance/participation/team challenge | <u>5</u> |
| Total possible points | 100 |

Unless otherwise stated, all assignments are due by midnight of the date indicated on the course calendar and should be submitted through **Blackboard.
Wishing you the best,

Dr. C



ACADEMIC CALENDAR

Week One (January 21)—Team-based Leadership: What do we know about groups?

- Syllabus and Calendar review
- Case Study: **Case Study: Children`s Hospital Boston** (course pack)
- **Quiz 1 (Syllabus and preface) will be open until 11:59 p.m. Sunday January 26, 2020.**
- **Movie** – Watch *Glory Road (2006)*. Directed by James Gartner. Post your analysis and answers in the Discussion Board. **Due 11:59 p.m. Monday, January 27, 2020.**
- Readings for the week: Wageman, et al., (2008) The Essentials Preface, Chapters 1 – 4
- Learning Enhancement TED talk (Discussion Board)
- **Assignment # 1:** Individually write a 2-3 page paper describing an experience you have had working on a Leadership position within a team (Individual). Hard copy (bring it to class). **Due date: Tuesday, January 28, 2020.**

Week Two (January 28)— Team-based Leadership: The Essentials

- Wageman, et al., (2008) Preface, Chapters 1 – 4
- **Case Study: Team Collapse at Richard, Wood and Hulme LLP** (hard copy)
- Readings for the week: Wageman, et al., (2008) Chapters 5, 6, and 7 and Leadership and Teaming by Ethan S. Bernstein HBP (course pack)
- **Quiz 2 will be open until 11:59 p.m. Sunday February 2, 2020.**

Week Three (February 4)—Enabling Conditions for Successful Teams

- Wageman, et al., (2008) Chapters 5, 6, and 7
- Discussion Leadership and Teaming by Ethan S. Bernstein HBP (course pack)
- Linking enabling conditions: organizational climate, and how teams navigate for success
- Case Study: **Army Crew Team by HBP** (course pack)
- Learning Enhancement TED talk (Discussion Board)
- Reading for the week: Wageman, et al., (2008) Chapters 8 and 9
- **Assignment # 2:** 5-page team-written leadership paper based on the Case Study of General Rebecca S. Halstead’s Leadership. **Due date: February 18, 2020.**

Week Four (February 11)— Leading a Leadership Team

- **Movie – Remember the Titans (2000).**
- Wageman, et al., (2008) Chapters 8 and 9
- Reading for the week: LaFasto and Larson, Prologue, Chapters 1, 2, and 3.
- Learning Enhancement TED talk (Discussion Board)
- **Quiz 3 will be opened until 11:59 p.m. Sunday February 23, 2020.**



Week Five (February 18)— The team leader and the organization environment

- **Assignment # 2:** 5-page team-written leadership paper based on the **Case Study of General Rebecca S. Halstead's Leadership**, and **in-class** presentations
- Discussion of LaFasto and Larson (2001), Prologue Chapters 1, 2, 3.
- Readings for the week: LaFasto and Larson (2001), Chapters 4, 5, and final word
- Learning Enhancement TED talk (Discussion Board)

Week Six (February 25)—Team Dynamics

- LaFasto and Larson (2001), Prologue Chapters 4, 5, and final word
- Presentation of 3 articles: *Six common misperceptions about teamwork*, *Organizational Capital: Leadership, alignment, and teamwork*, *Operating as a team: putting ideas to work* (course pack).
- Readings for the week: Lencioni (2002) complete book.
- Learning Enhancement TED talk (Discussion Board)
- **Quiz 4 will be opened until 11:59 p.m. Sunday March 8, 2020.**

Week Seven (March 3)— The 5 dysfunctions of a Team

- Discussion: Lencioni (2002) complete book.
- **Team challenge:** Each team should design a 20-minute class activity based on **One of the Five Dysfunctions of a Team**. **In-class** teams must actively engage the class and me in learning, and use technology if you wish.
- Learning Enhancement TED talk (Discussion Board)
- Readings for the week: Roberts (1987) complete book.
- **Final assignment: Teaming at Disney Animation - 12 page final paper on team leadership written in teams (based on one case posted in Blackboard) Deadline: 17:00 Tuesday March 10, 2020.**

Week Eight (March 10)— Leadership secrets of Attila the Hun

- Roberts (1987) complete book.
- Learning Enhancement TED talk (Discussion Board)
- 12 page final paper
- Brief presentation of final papers
- Class critique
- Final assignment is due (team papers).