



MLS - Masters of Leadership Studies

**The University of Texas at El Paso
College of Liberal Arts
Master of Arts in Leadership Studies
Fall 2020**

Course: MLS 5340 Team Based Leadership

Online course

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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):

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.

Lencioni, P.M. (2020). *The Motive*. New York: 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.



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 Monday October 19 to Friday December 11, 2020)

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.

- **Deadline**

- The deadline for original discussion posts is 11:59 p.m. MST every Tuesday. (With the exception of week #1, is due on Wednesday)
- 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. 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 (4) –worth 5 points each	20
Weekly Online discussion questions	25
Assignments (4):	
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



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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	<u>5</u>
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. A grade of "Incomplete" (I) will not be given unless documented evidence of inability to complete the course work is provided.

Wishing you the best,

Dr. C



Academic Calendar

Week One (October 19th)—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. Tuesday October 20, 2020.**
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Wednesday October 21, 2020.**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, October 25st, 2020.**
- **Movie –** Watch “Everest” (2015) the movie and post your analysis and answers in the Discussion Board. **Due 11:59 p.m. Monday, October 26, 2020.**
- **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, October 25st, 2020.**

Week Two (October 26th)— Team-based Leadership: The Essentials

- Readings for the week: Wageman, et al., (2008) Chapters 5, 6, and 7 and Leadership and Teaming by Ethan S. Bernstein HBP (course pack)
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Tuesday October 27, 2020.**
- **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 November 1st, 2020.**
- **Quiz 1 (Syllabus and preface) will be open until 11:59 p.m. Sunday November 1st, 2020.**

Week Three (November 2nd)—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. Tuesday November 3rd, 2020.**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, November 8th, 2020.**
- **Movie –** Watch “Glory Road” (2006) the movie and post your analysis and answers in the Discussion Board. **Due 11:59 p.m. Monday, November 9th, 2020.**



Week Four (November 9th)— 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. Tuesday November 10th, 2020.**
- **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 November 15th, 2020.**
- **Quiz 2 will be opened until 11:59 p.m. Sunday November 15th, 2020.**

Week Five (November 16th)— 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. Tuesday November 17th, 2020.**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, November 22nd, 2020.**
- **Movie –** Watch “Remember the Titans” (2000) the movie and post your analysis and answers in the Discussion Board. **Due 11:59 p.m. Monday, November 30th, 2020.**

Week Six (November 23rd)— The 5 dysfunctions of a Team ** Thanksgiving Week**

- 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. Tuesday November 24th, 2020.**
- **Quiz 3 will be opened until 11:59 p.m. Sunday December 6th, 2020.**

Week Seven (November 30th)— What is your motive to lead?

- Readings for the week: Lencioni (2020). The Motive. Complete book.
- Discussion questions based on readings for the week. (Discussion Board) **Due 11:59 p.m. Tuesday December 1st, 2020.**
- Learning Enhancement TED talk (Discussion Board) **Due 11:59 p.m. Sunday, December 6th, 2020.**
- **Quiz 4 will be opened until 11:59 p.m. Sunday December 13th, 2020.**
- **Assignment # 4:** 12 page final paper on team leadership written in teams based on case study of Ernest Shackleton (course pack) Deadline 11:59 **Monday December 14th, 2020.**

Week Eight (December 7th)— 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. Tuesday December 8th, 2020.**



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- **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 Monday December 14th, 2020.