



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

Course: MLS/MLSX 5340 Team Based Leadership

Instructor: Steve Telless, setelless@utep.edu, Cell: 915-479-2671

Office: Room 215 Kelly Hall, UTEP **Phone:** 915.747.8580

Office Hours: Online: E-mail or Zoom or Skype

*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.

All work and discussions will take place online using the BlackBoard Learning platform. If you experience issues with the platform, contact your instructor or the UTEP IT Help Desk at helpdesk@utep.edu or by calling 915-747-5257.



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
- Produce team products

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 online time + 6 hours of study and prep time = 9 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: BG Rebecca Halstead	10
Online Quizzes (5) – Various due dates, each is worth 5 points	25
12 page final paper on the leadership of Ernest Shackleton	20
Discussions and Learning Enhancements linked to TED talks and additional readings(6)	30
Team Challenge	10
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,



ACADEMIC CALENDAR

Week One (March 23-29)—Team-based Leadership: What do we know about groups?

- Syllabus and Calendar review
- Readings for the week: Wageman, et al., (2008) The Essentials Preface, Chapters 1 – 4
- **Discussion Board #1:** Wageman Chapters 1-4.
- **Assignment # 1:** Individually write a 2-3 page paper describing an experience you have had working in a Leadership position within a team (Individual). **Due date: Sunday 29 March at 11:59 p.m..**

Week Two (March 30-5 April)— Team-based Leadership: The Essentials

- Wageman, et al., (2008) Preface, Chapters 1 – 4
- **Quiz 1 (Syllabus and preface) will be open from 12:00p.m. Thursday April 2, 2020 until 11:59 p.m. Sunday April 5, 2020.**
- Readings for the week: Wageman, et al., (2008) Chapters 5, 6, and 7 and Leadership and Teaming by Ethan S. Bernstein HBP (course pack)
- Case Study: **Case Study: Children`s Hospital Boston** (course pack)

Week Three (April 6-12)—Enabling Conditions for Successful Teams

- Discussions:
 - Wageman, et al., (2008) Chapters 5, 6, and 7
 - Boston Children’s Hospital Case Study
 - Army Crew Team
- Linking enabling conditions: organizational climate, and how teams navigate for success
- Case Study: **Army Crew Team by HBP** (course pack)
- Reading for the week: Wageman, et al., (2008) Chapters 8 and 9, Case Study of General Rebecca Halstead’s Leadership
- **Assignment # 2:** 5-page team-written leadership paper based on the Case Study of General Rebecca S. Halstead’s Leadership. **Due date: 11:59p.m. Tuesday April 14, 2020.**

Week Four (April 13 - 19)— Leading a Leadership Team

- **Movie – Watch *Glory Road (2006)*. Directed by James Gartner. Post your analysis and answers in the Discussion Board. Due 11:59 p.m. Sunday, April 19 2020.**
- **Quiz 2 will be open from 12:00p.m. Thursday April 16, 2020 until 11:59 p.m. Sunday April 19, 2020.**
- Discussion Boards
 - Wageman, et al., (2008) Chapters 8 and 9
 - Glory Road: Movie Analysis
- Reading for the week: LaFasto and Larson, Prologue, Chapters 1, 2, and 3.



Week Five (April 20-26)— The team leader and the organization environment

- Discussion Boards:
 - LaFasto and Larson (2001), Prologue Chapters 1, 2, 3.
 - TED Talk: “How to turn a group of strangers into a Team” – Amy Edmondson
<https://www.youtube.com/watch?v=3boKz0Exros>
- Readings for the week: LaFasto and Larson (2001), Chapters 4, 5, and final word
- **Quiz 3 will be opened from 12:00p.m. Thursday April 23, 2020 until 11:59 p.m. Sunday April 26, 2020.**

Week Six (April 27-May 3)—Team Dynamics

- Readings for the week: Lencioni (2002) complete book.
- **Quiz 4 will be opened from 12:00p.m. Thursday 30 April until 11:59 p.m. Sunday May 3, 2020.**
- **Discussion Boards:**
 - LeFasto and Larson Chapters 4, 5, and Final Word
 - TED Talk: “Trusting Teams” – Simon Sinek
<https://www.youtube.com/watch?v=92GIIz14dSw>
- **Team challenge:** Each team should design a 20-minute class activity based on **One of the Five Dysfunctions of a Team**. Describe in a 2-3 page team paper the activity and the learning objectives the team hopes to achieve. **Due 11:59p.m. Sunday, May 3, 2020.**

Week Seven (May 4-10)— The 5 Dysfunctions of a Team

- **Discussion Board:**
 - Lencioni (2002) complete book.
- Readings for the week: Roberts (1987) complete book.
- **Assignment #3: 12 page team paper on Ernest Shackleton and the Voyage of the Endurance. Due 11:59p.m. Sunday, May 10, 2020**

Week Eight (May 11-17)— Leadership Secrets of Attila the Hun

- **Discussion Boards:**
 - Roberts (1987) complete book.
 - Ted Talk: “Teams Start with Human Connections” – Matt Eng
<https://www.youtube.com/watch?v=XVi0a90XNA>
- **Quiz 5 will be open from 12:00 Thursday 14 May until 11:59 p.m. Sunday 17 May 2020**
- Final thoughts and class critique