TEAM-BASED LEADERSHIP
MLS 5340
October 16, 2017 - December 15, 2017
THURSDAYS
5:00 p.m. - 8:00 p.m.

Hybrid Curriculum

Instructor: Leticia Paez, MA, MPA
Assistant Dean for Community & International Programs
Office: Health Sciences and School of Nursing Bldg
1850 Wiggins Rd. Ste 368 (S)
El Paso, Texas 79968
Phone: 915 747 8268 (office)
915 549 8585 (cell)
Email: lpaez@utep.edu

Course Description

This course studies leadership within team structures and the exercise of leadership by teams, rather than individuals. It focuses on collaborative leadership, connective leadership, cooperative leadership, and the effects of group dynamics on processes of leadership development.

Rationale: Contemporary leadership is often enacted BY teams, as well as IN teams. In a variety of organizations, including military units, leadership is a shared phenomenon. This course has been added to the online version of the MLS program because the captains taking this program often find themselves as leaders of groups and in shared leadership settings.

The course will be conducted using the basic principles of adult learning those being (1) participants learn best when they feel valued, (2) new material is related to what they already know and (3) material is relevant to their professional development and their day to day activities.

Course Structure

Team-Based Leadership is a course in the Master of Arts in Leadership Studies (MLS) Program. The course is delivered via the Hybrid method consisting of a series of classroom instruction and online assignments.

Learning Outcomes

By the end of this class you will be able to:

- Understand conditions and requirements for the use of teams to solve difficult problems of organizations
Identify and analyze problems of team effectiveness
Develop skills in team problem solving and the leadership of teams
Understand how you as a leader can work effectively in team settings

Course Texts:


Course Requirements & Expectations

To get a grade of A you must participate throughout the course in all the activities AND actively engage in critical thought exercises. You must make sure that you double check all your work for accuracy of content and language (spelling, grammar etc.). Please remember that according to the UTEP grading schedule A=Excellent therefore you must demonstrate excellence to get an A.

Student performance will be evaluated on self-introduction presentation, class participation, online assignments, discussion leadership project (see Photo Story Presentation below), lessons learned as well as an open book final exam.

**ON-LINE ASSIGNMENTS (4)** should be equivalent to 2-3 pages in length and must be submitted to my email address as an ATTACHMENT by 10:00 p.m. on the Sunday following the posting of the assignment. **DO NOT POST YOUR ON-LINE ASSIGNEMENTS ON BLACKBOARD.** Assignments not submitted in the proper manner, by email attachment, WILL NOT BE GRADED resulting in a score of 0.

**LESSONS LEARNED (5)** must be posted on BLACKBOARD in the DISCUSSION SECTION and are based on the Bob Boylan readings as assigned. Please post your lesson learned by no later than 10:00 p.m. on the Sunday following the date of the assigned Bob Boylan reading. Each lesson learned is worth 4 points. If you do not submit lessons learned, you will not receive these points toward your final grade. There is no required length for these posting but you should include sufficient information to convey what you learned. Five–six sentences would be sufficient. Lessons learned must cover/include (1) what you learned, (2) why this lesson is important and (3) how you
can apply it to your leadership position either now or in the future. Each student is required to (1) post the lesson learned AND (2) respond to postings from 2 other students.

All written assignments will be suitable for a professional/scholarly audience reflecting graduate level writing abilities, as well as be professional in overall appearance and organization. You are reminded to please cite all authors and literature appropriately utilizing APA format. Written assignments, including final exams, must be submitted in 12 point, 1 inch margins, double spaced following APA guidelines. APA Guidelines can be accessed using the Publication Manual of the American Psychological Association 5th edition.

Additionally, all assignments, written or oral, are expected to be completed on the due date. Any assignment not submitted in the corrected format or on time, will result in a significant point deduction of a minimum of ½ the original score.

Self Intro/Hemmingway Challenge/Pavonality   10 points
Profile Presentation
Leadership Law PHOTO STORY   20 points
Online Assignments (4 Assignments x 5 points)   20 points
Lessons Learned (5 Lessons x 4 points each)   20 points
Final exam   25 points
Class Attendance/Participation   5 points

Total: 100

The FINAL EXAM must be EMAILED to me as an ATTACHMENT by the due date/time in order for it to be graded. Exams not submitted on time will lose 15 points off the final grade. The objective of the final exam is to evaluate and measure the students’ understanding and comprehension of the materials presented. DO NOT POST FINAL EXAM ON BLACKBOARD.

Everyone starts this class with 0 points and you earn as many points as your work effort and class participation reflects. Attendance is REQUIRED at each class session. Any class absence will result in the loss of 5 points from the total of 100 along with corresponding lack of participation for that particular absence. In the event that you need to be absent from class, please inform the instructor IN ADVANCE. Anymore than one absence will result in a course grade of “W” and the student will be advised to take the class at some other time. If the official University withdrawal date has passed, the student will receive an INCOMPLETE for any more than 1 class absence.

It is expected that all learners participate in the classroom activities, complete online assignments, and take/pass the open book final exam. Class participation is crucial in this course to keep the class interesting for you and for the teaching team. Class participation will be evaluated on clarity, accuracy, precision, relevance, depth, breadth, logic, significance and fairness.
Use of laptop computers while in class is allowed to the extent that your work on the laptop is focused to class topics and assignments. It is not considered appropriate to be surfing the net, checking email, sending text messages, playing computer games, watching videos, etc appropriate class activity. Doing any of these activities is disrespectful to your classmates and interrupts the learning process.

Cell phones are to be placed on “silent” mode during class sessions and are not to be answered during class time. Texting during class is NOT permitted. Please refrain from use of cell phone during regularly scheduled class time with the exception of scheduled breaks at which time you can use your cell phone as you wish.

Course Schedule and Related Assignments

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>THURSDAY</td>
<td>How our Leadership Style is Influenced By Who We Are</td>
<td>Course Overview, Hemmingway Challenge, Personality Assessment Profile</td>
</tr>
<tr>
<td>October 19, 2017</td>
<td></td>
<td>PART 1: Checking in on BBL for MYERS BRIGGS attachments/files complete a MYERS BRIGGS assessment and submit your personality type indicator to me via email by no later than October 23, 2017.</td>
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<td></td>
<td>PART 2: Write a 6 word HEMMINGWAY CHALLENGE style leadership story following the instructions on PAGES 6-7 of this SYLLABUS in preparation for the October 26, 2017 presentation. Please note that each student will be responsible for a 5-7 minute presentation on October 26, 2017. The presentation should be made using POWER POINT format.</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
<td>Notes</td>
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<tr>
<td>October 26, 2017</td>
<td><strong>CLASS DISCUSSION</strong>&lt;br&gt;on Personality Profile and Hemmingway Challenge</td>
<td>Students will present Hemmingway Challenge as it relates to their Personality Profile. Please refer to SYLLABUS pages 6-7 for instructions.</td>
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<tr>
<td>November 2, 2017</td>
<td>NO CLASS TODAY&lt;br&gt;READINGS: La Fasto &amp; Larson Chapter 1&lt;br&gt;Lesson Learned on&lt;br&gt;B. Boylan Principle # 1</td>
<td>ON-LINE ASSIGNMENT #1&lt;br&gt;&amp;&lt;br&gt;Post Lesson Learned #1 and reflect with 2 students.</td>
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<td>November 9, 2017</td>
<td>NO CLASS TODAY&lt;br&gt;READINGS: La Fasto &amp; Larson Chapter 2 &amp; 3&lt;br&gt;Lesson Learned on&lt;br&gt;B. Boylan Principle # 2</td>
<td>ON-LINE ASSIGNMENT #2&lt;br&gt;&amp;&lt;br&gt;Post Lesson Learned #2 and reflect with 2 students.</td>
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<td>November 16, 2017</td>
<td>J. Maxwell Leadership Law # 12&lt;br&gt;W. Roberts Secrets1-3&lt;br&gt;OR&lt;br&gt;J. Maxwell Leadership Law #14&lt;br&gt;W. Roberts Secrets 4-6&lt;br&gt;Lesson Learned on&lt;br&gt;B. Boylan Principle # 3</td>
<td>TEAM #1&lt;br&gt;Post Lesson Learned #3 and reflect with 2 students.</td>
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<tr>
<td>November 23, 2017</td>
<td>NO CLASS TODAY</td>
<td>HAPPY THANKSGIVING.</td>
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| THURSDAY | J. Maxwell Leadership Law # 3  
| November 30, 2017 | OR  
| W. Roberts Secrets 7-9 | J. Maxwell Leadership Law # 19  
| | W. Roberts Secrets 10-12  
| READINGS: La Fasto & Larson Chapter 4 | Lesson Learned On  
| | B. Boylan Principle # 4  
| |  
| ON-LINE ASSIGNMENT #3 | Post Lesson Learned #4 and reflect with 2 students  
| | TEAM #2  
| | TEAM #3  
| | TEAM #4  
| THURSDAY | J. Maxwell Leadership Law # 10  
| December 7, 2017 | W. Roberts Secrets 13-14  
| J. Maxwell Leadership Law # 17  
| W. Roberts Secrets 15-16  
| READINGS: La Fasto & Larson Chapter 5 | Lesson Learned on  
| | B. Boylan Principle # 5  
| |  
| ON-LINE ASSIGNMENT #4 | Post Lesson Learned #5 and reflect with 2 students  
| | TEAM #3  
| | TEAM #4  
| THURSDAY | NO CLASS TODAY  
| December 14, 2017 | FINAL EXAM  
| | COMPLETE & SUBMIT FINAL EXAM  

**HEMMINGWAY CHALLENGE/PERSONALITY PROFILE PRESENTATION:**

Write a (six) 6 word description of your **leadership style** based on the Hemmingway Challenge.  **You can find information on the Hemmingway 6 word story (ies) on Google.** Keep in mind that the **HEMMINGWAY CHALLENGE** is **NOT** intended to be a series of 6 unrelated descriptive terms but rather a **STORY** depicting you leadership style in a cohesive manner and in relationship to your MYERS-BRIGGS profile/type.  **In**
your class presentation for October 26, 2017, you will need to address the following key points:

(A) State your MYERS-BRIGGS profile. Were there any surprises related to your leadership style in terms of your MYERS-BRIGG Profile/Type?

(B) What would you do differently as a leader based on having completed these two exercises (HEMINGWAY CHALLENGE & MYERS-BRIGGS)?

(C) What do you consider to be your STRENGTHS & CHALLENGES as a team leader based on these 2 exercises?

**LEADERSHIP LAW PHOTO STORY ASSIGNMENT INSTRUCTIONS:**

This is a 2 Part Assignment. **PART 1** involves the PRESENTER developing a Photo Story Presentation on the assigned J. Maxwell LEADERSHIP LAW as it related to his/her personality profiles as a Leader. In your presentation, you need to present and discuss (a) the creative interpretation of the assigned reading on your Leadership Law AND (b) **PART 2** how that law relates to your selected reading from the Wess Roberts textbook assignment on the assigned SECRET #.

This assignment will be depicted through the use of creative photography addressing the 9 points as stated on pages 8 of this SYLLABUS. The idea of this assignment is to get you to think, contrast, compare, reflect, and gain an understanding of the overall meaning of your topic/subject area. This requires CREATIVITY AND ANALYTICAL THINKING and lots of imagination. Set your mind and your camera free. The assignment is intended to be creative and fun so there is no need to STRESS over this.

**IMPORTANT NOTE:** The Photo Story assignment is NOT intended to be a SUMMARY of the assigned reading but rather should cover your CREATIVE INTERPRETATION OF THE READING CONTENT.

These are the recommended steps for approaching your PHOTO STORY ASSIGNMENT:

**Step 1** is to decide how you will approach this assignment … in other words, develop a plan and READ your assignment to become familiar with its CONTENT.

**Step 2** involves the actual TAKING of photographs (10-15 total) to address/depict each question below. When taking photos of individuals, please be sure to obtain consent in advance. To the extent possible, it is recommended that you photograph objects or “concepts” in order to avoid the need for consent. Internet photographs are not allowed. The idea is to BE CREATIVE …TAKE photos to DESCRIBE/DEPICT each of the 9 points below. You may wish to focus on a specific theme for your photography i.e., buildings, signs, music, food, family, etc. This will help give you an idea as to what photos you take in order to address and depict the points listed below. Write your responses to each point below as this will constitute the essence or your Photo Story Presentation.
Define the subject area covered in your assigned Leadership Law
How or in what way does your subject area contribute to team-based leadership?
What are the key points of your Leadership Law as it relates to team-based leadership?
How do these key points influence team-based leadership?
How do these key points influence or apply to the broader scope of leadership theory?
How can you apply these key points to your current and/or future professional environment?
What impact does your subject area have on human resource development as it relates to team-based leadership?
Is your subject area and/or key points of your assigned reading applicable to gender issues?
How does your assigned reading area or key points relate to team-based leadership within the context of today’s organizations?

Step 3 is to develop your presentation for the class. This should be done through a Power Point Presentation which will need to be subscripted or in some form, in a few words, tell the story on your assignment and what question each photograph addresses/depicts. LABEL each power point slide based on which of the 9 points (from page 8) each photo is addressing. Power Point Presentations should be submitted to me via email prior to the actual presentation. Students will lose one point for each slide not appropriately labeled/question addressed.

Step 4 is to make your presentation to the class on the assigned date and discuss how your assignment was developed and ADDRESS EACH of the points referenced in STEP #2. Your presentation be approximately 30 minutes in length allowing time for class discussion (Q and A).

TOTAL TIME OR YOUR PHOTO STORY SHOULD NOT EXCEED 30 MINUTES (including Q & A and class discussion). PLEASE KEEP IN MIND THAT THIS IS A TIMED ASSIGNMENT and you will lose 1 point for each minute you go overtime in your presentation, including your Q & A.

Please place your Power Point Presentation (s) on a DVD for your use during class. It is strongly recommended that you email your Power Point Presentation (s) to my email address at lpaez@utep.edu just in case there is a problem on the day you are scheduled to present…we can download it from my email.

This course syllabus and reading list may be subject to change as circumstances warrant. Any such changes will be announced in advance to the class and will be updated on the Blackboard calendar. All class participants will be notified of any required changes via UTEP email address.