

Making Collaboration Work Fall 2024

INTEG 210 / INDEV 212

Published Sep 02, 2024

Class Schedule

Course	Meet Days	Meet Time	Location	Instructor(s)
INTEG 210 / INDEV 212 001 [LEC]	Tue, Thu Sep 4 - Dec 3	05:30PM - 06:50PM	EV2 2069	R. Gorbet rob.gorbet@uwaterloo.ca (mailto:ro...

schedule data automatically refreshed daily

Instructor & TA (Teaching Assistant) Information

Professor: Rob Gorbet

Pronouns: he/him

Email: rob.gorbet@uwaterloo.ca (mailto:rob.gorbet@uwaterloo.ca?subject=INTEG210/INDEV212)

Office: EV1-203

Office Hours: Tuesday 3:30-5:00, Friday 1:00-2:30 & by appointment

Course Description

Calendar Description for INTEG 210:

Collaboration and teamwork are essential for solving complex, real-world problems and are therefore in high demand by employers. Yet students rarely have the opportunity to study and apply the theory and best practices for making collaboration work. In this course, you will learn how to leverage this research to acquire a variety of important skills. These include: effective communication in groups, proactively managing group conflict, identifying biases that hinder creativity, and leveraging diversity to improve outcomes. You will also put those skills into practice throughout the course and reflect on how you can apply them in other situations.

[View requirements for INTEG 210](https://acal.fast.uwaterloo.ca/course/1249/INTEG/210) (https://acal.fast.uwaterloo.ca/course/1249/INTEG/210).

Calendar Description for INDEV 212:

Students will obtain an understanding of the fundamental features of creative thinking, decision-making and problem-solving from both a descriptive and a normative point of view. Techniques for analyzing problem-solving and decision-making by individuals and groups with particular attention to the impact of cultural difference among individuals and within teams. Techniques for improving problem-solving and decision-making in a community development context will be considered. Effective negotiation in different cultural contexts will be studied.

[View requirements for INDEV 212](https://acal.fast.uwaterloo.ca/course/1249/INDEV/212) (https://acal.fast.uwaterloo.ca/course/1249/INDEV/212).

Collaboration is essential for solving complex, real-world problems. Perhaps not surprisingly, then, the ability to work well in a team is one of the most sought-after skills by employers. Most students have the opportunity to work in groups, but many have not learned the *theory* behind group work or *best practices* for making collaboration work. In this course, you will learn and apply key collaborative theories and practices. For example: What aspects of teams are most important? What problems do teams most commonly face and how can those problems be minimized? How can productive conflict increase creativity and productivity, and how can destructive conflict be reduced?

You will have the opportunity to work in two different groups, where you will apply what you're learning to address a real-world problem. During the course, we will teach you techniques for improving team dynamics, such as creating and using a team charter, identifying and addressing conflict, and providing useful feedback. You will also learn some of the fundamentals of design thinking that will help you work together to address a real-world problem.

Throughout the course, you will have a chance to reflect on your own strengths and weaknesses in team settings and use feedback from your peers to improve your collaborative skills. You will also receive feedback on the group projects themselves, before revising and submitting your work. Feedback from previous students from a range of disciplines suggests they come out of this course feeling more comfortable working in groups, more confident in their ability to identify and address problems on a team, and better able to provide useful feedback to others.

This course benefits from diverse enrolment from across the campus, and the material is useful regardless of your discipline or program--we all need to work collaboratively at some point. If you have peers you think would benefit, consider sharing the course information with them!

Learning Outcomes

By the end of this course students should be able to:

Understand the importance and value of interdisciplinary collaboration in problem solving

Apply appropriate theory and best practices to cultivate positive group dynamics

Know about, and know how to apply, formal frameworks for analyzing group dynamics
Cultivate a collaborative mindset: appreciate the benefits of diversity, embrace productive conflict, develop epistemic humility, cultivate empathy, and be open-minded
Better understand who you are as a collaborator and how you can help yourself and others be more effective collaborators
Understand the value of taking an iterative, collaborative approach to problem-solving
Know about, and know how to apply, a formal framework for collaborative problem-solving

Tentative Course Schedule

There are assigned readings each week in addition to the graded assignments below. Those are listed on LEARN and reminders will be provided in class.

Week	Topic / Activity	Weekly Assignment
Week 1	Introduction & course overview	
Week 2	Group dynamics	Strengths & weaknesses in a team setting <i>(individual)</i>
Week 3	Psychological safety	Reflection on psychological safety <i>(individual)</i>
Week 4	Conflict styles & conflict management	Conflict style results & brief reflection <i>(individual)</i>
Week 5	Diversity in teams	
Week 6	Intercultural Diversity	Project 1 portfolio due <i>(group)</i> Peer evaluations due <i>(individual)</i>
	<< FALL BREAK >>	<i>Eat, sleep, Netflix!</i>
Week 7	User-Centred Design Thinking	Project 1 reflection due <i>(individual)</i> Team charter due <i>(group)</i>
Week 8	Design: Problem Finding	Problem Statement due <i>(group)</i>
Week 9	Design: Divergent Thinking & Ideation	Ideation Output due <i>(group)</i>
Week 10	Design: Convergent Thinking & Selection	Solutions due <i>(group)</i>
Week 11	Design: Prototyping & Feedback	Feedback summaries & annotated bibliography due <i>(group)</i>
Week 12	Design: Iteration & Sharing	Project 2 portfolio due Peer evaluations due <i>(individual)</i>
Week 13	Course reflection & wrap-up	Individual Reflection Portfolio due

Texts / Materials

Title / Name	Notes / Comments	Required
All required readings will be provided on LEARN and/or Perusall		Yes

Required Readings & LEARN Site: What Will I Need for This Course?

All course materials, or links to them, will be posted on LEARN. We will also be using the following online tools (see LEARN for details as to how to access and use each of these tools, all of which are free to use):

- **Perusall**, an online tool for social reading, will be used for assigned readings. Perusall allows you to highlight areas of a text and ask a question, leave a comment, and/or reply to others
- **peerScholar** will be used for formative and summative peer- and self-assessment.

Student Assessment

Component	Value
Assigned readings on Perusall	10%
Course Engagement	10%
Weekly individual assignments (graded 0-1-2)	10%
Weekly group assignments (graded 0-1-2)	10%
Project 1 portfolio	10%
Project 1 individual reflection	10%
Project 2 portfolio	20%
Individual reflection portfolio	20%

See the detailed **Course Syllabus on LEARN** for more information about course assignments, due dates, and grading.

Assignment Screening

Text matching software (Turnitin®) will be used to screen assignments in this course. If you do not wish to have your work screened by Turnitin, you must contact the instructor via email at least one week in advance of the assignment due date to request an alternative evaluation method.

Administrative Policy

Respectful Behavior

Policy 33, Ethical Behavior, addresses expectations for all members of the university, including faculty, staff, and students. The general principle of Policy 33 is that "each member of the University endeavor to contribute to the existence of a just and supportive community based on equality and respect for individual differences." Disrespectful or offensive behavior will not be tolerated. Policy 33 also prohibits "a poisoned environment (or one that is intimidating, hostile, or offensive)." For more information about what constitutes discrimination, harassment, or a poisoned environment, see [Policy 33, Ethical Behavior \(https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-33\)](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-33).

Furthermore, many students don't realize that Policy 71, Student Discipline, covers both academic and non-academic offenses, such as disrupting other students' learning. In particular, Policy 71 prohibits "disruptive, dangerous, aggressive or threatening behavior, including by electronic means."

The instructor and TA are committed to creating a safe, respectful, and supportive learning environment. If you have been the target of hostile or disrespectful behavior, or you think you have witnessed another student engaging in such behavior towards other students in class, please email the instructor immediately.

Generative AI

Generative artificial intelligence (GenAI) trained using large language models (LLM) or other methods to produce text, images, music, or code, like Chat GPT, DALL-E, or GitHub CoPilot, may be used for assignments in this class with proper documentation, citation, and acknowledgement. **Please see the course Syllabus on LEARN for further details.**

Recommendations for how to cite GenAI in student work at the University of Waterloo may be found through the Library:

https://subjectguides.uwaterloo.ca/chatgpt_generative_ai (https://subjectguides.uwaterloo.ca/chatgpt_generative_ai). Please be aware that generative AI is known to falsify references to other work and may fabricate facts and inaccurately express ideas. GenAI generates content based on the input of other human authors and may therefore contain inaccuracies or reflect biases.

In addition, you should be aware that the legal/copyright status of generative AI inputs and outputs is unclear. Exercise caution when using large portions of content from AI sources, especially images. More information is available from the Copyright Advisory Committee: <https://uwaterloo.ca/copyright-at-waterloo/teaching/generative-artificial-intelligence> (<https://uwaterloo.ca/copyright-at-waterloo/teaching/generative-artificial-intelligence>).

You are accountable for the content and accuracy of all work you submit in this class, including any supported by generative AI.

Territorial Acknowledgement

The University of Waterloo acknowledges that much of our work takes place on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples. Our main campus is situated on the Haldimand Tract, the land granted to the Six Nations that includes six miles on each side of the Grand River. Our active work toward reconciliation takes place across our campuses through research, learning, teaching, and community building, and is co-ordinated within the [Office of Indigenous Relations](https://uwaterloo.ca/indigenous). (<https://uwaterloo.ca/indigenous>).

Anti-racism Statement

The University of Waterloo does not tolerate racism or any other form of discrimination and expects campus community members to contribute to a culture where all members feel safe and valued. Any member of the campus community who has experienced racism or discrimination at the University is encouraged to seek guidance from the Office of Equity, Diversity, Inclusion & Anti-racism (EDI-R) via email at equity@uwaterloo.ca or through their website: uwaterloo.ca/human-rights-equity-inclusion/equity-office

Co-op interviews and class attendance

Co-op students are encouraged to try and choose interview time slots that result in the least amount of disruption to class schedules. When this is challenging, or not possible, a student may miss a portion of a class meeting for an interview. Instructors are asked for leniency in these situations; but, a co-op interview does not relieve the student of any requirements associated with that class meeting.

When a co-op interview conflicts with an in-class evaluation mechanism (e.g., test, quiz, presentation, critique), class attendance takes precedence and the onus is on the student to reschedule the interview. CEE provides an interview conflict procedure to manage these situations.

Students will be required to provide copies of their interview schedules (they may be printed from WaterlooWorks) should there be a need to verify class absence due to co-op interviews.

Illness and other absences requiring academic considerations: At times, your ability to complete all the components of the course may be affected due to short-term extenuating circumstances. Please see the [Academic Regulations](https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies) section of the Undergraduate Calendar for details. You are required to contact your instructors for academic considerations in all cases. Instructors maintain agency over considerations granted for missed course components. Do not send medical or other documentation to your instructor; they will be notified after you have submitted this via the channels below.

No medical documentation is required for absences related to **symptoms of known or suspected Covid-19**. Please declare this absence in [Quest](https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies) (<https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies>) section of the Undergraduate Calendar for details. You are required to contact your instructors for academic considerations in all cases. Instructors maintain agency over considerations granted for missed course components. Do not send medical or other documentation to your instructor; they will be notified after you have submitted this via the channels below.

For **illness/medically-related absences other than Covid-19**, please have a medical provider complete the [Verification of Illness \(VIF\) form](https://uwaterloo.ca/campus-wellness/health-services/student-medical-clinic/verification-illness-services) and submit it to <https://absence.uwaterloo.ca>. You do not need a VIF form if you are visiting UW Health Services, as they will enter the information on your behalf.

For academic considerations due to **conflicts with religious/creed-related observance**, please declare these in [Quest](https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies) (<https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies>) section of the Undergraduate Calendar for details. You are required to contact your instructors for academic considerations in all cases. Instructors maintain agency over considerations granted for missed course components. Do not send medical or other documentation to your instructor; they will be notified after you have submitted this via the channels below.

For **non-illness related extenuating circumstances**, please submit your documentation to <https://absence.uwaterloo.ca>. Undergraduate students have the option of declaring a **short-term absence for up to 2 days for any reason** without documentation. You are limited to one of these per term, and can only use it during the formal lecture period. Note that you cannot use this absence for consideration in LAB or STU components of your course.

Please declare this absence in [Quest](https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies) (<https://uwaterloo.ca/academic-calendar/undergraduate-studies/catalog#/policy/SkiPsB9Vp?bc=true&bcCurrent=Assessments%3A%20Academic%20Considerations%20and%20Accommodations&bcGroup=Academic%20Regulations&bcItemType=policies>) section of the Undergraduate Calendar for details. You are required to contact your instructors for academic considerations in all cases. Instructors maintain agency over considerations granted for missed course components. Do not send medical or other documentation to your instructor; they will be notified after you have submitted this via the channels below.

Longer-term circumstances requiring academic accommodation are handled through [AccessAbility Services](https://uwaterloo.ca/accessability-services/).

Mental Health: The University of Waterloo, the Faculty of Environment and our Departments/Schools consider students' well-being to be extremely important. We recognize that throughout the term students may face health challenges - physical and / or emotional. **Please note that help is available.** Mental health is a serious issue for everyone and can affect your ability to do your best work. Counselling Services <https://uwaterloo.ca/campus-wellness/> is an inclusive, non-judgmental, and confidential space for anyone to seek support. They offer confidential counselling for a variety of areas including anxiety, stress management, depression, grief, substance use, sexuality, relationship issues, and much more.

All students are encouraged to download the WatSAFE app which is available free through the google and iOS app stores. The WatSAFE app provides on- and off-campus contacts for students in distress, including international students, and other information related to campus safety and security.

Communications with Instructor and Teaching Assistants: All communication with students must be through either the student's University of Waterloo email account or via LEARN. If a student emails the instructor or TA from a personal account they will be requested to resend the email using their personal University of Waterloo email account.

Recording lecture: Use of recording devices during lectures is only allowed with explicit permission of the instructor of the course. If allowed, video recordings may only include images of the instructor and not fellow classmates. Posting of videos or links to the video to any website, including but not limited to social media sites such as: facebook, twitter, etc., is strictly prohibited.

University Policy

Academic integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility. [Check [the Office of Academic Integrity](https://uwaterloo.ca/academic-integrity/) for more information.]

Grievance: A student who believes that a decision affecting some aspect of their university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70, Student Petitions and Grievances, Section 4](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-70). When in doubt, please be certain to contact the department's administrative assistant who will provide further assistance.

Discipline: A student is expected to know what constitutes academic integrity to avoid committing an academic offence, and to take responsibility for their actions. [Check [the Office of Academic Integrity](https://uwaterloo.ca/academic-integrity/) for more information.] A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course instructor, academic advisor, or the undergraduate associate dean. For information on categories of offences and types of penalties, students should refer to [Policy 71, Student Discipline](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-71). For typical penalties, check [Guidelines for the Assessment of Penalties](https://uwaterloo.ca/secretariat/guidelines/guidelines-assessment-penalties).

Appeals: A decision made or penalty imposed under [Policy 70, Student Petitions and Grievances](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-70) (other than a petition) or [Policy 71, Student Discipline](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-71) may be appealed if there is a ground. A student who believes they have a ground for an appeal should refer to [Policy 72, Student Appeals](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-72).

Note for students with disabilities: [AccessAbility Services](https://uwaterloo.ca/accessability-services/), located in Needles Hall, Room 1401, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with AccessAbility Services at the beginning of each academic term.

Turnitin.com: Text matching software (Turnitin®) may be used to screen assignments in this course. Turnitin® is used to verify that all materials and sources in assignments are documented. Students' submissions are stored on a U.S. server, therefore students must be given an alternative (e.g., scaffolded assignment or annotated bibliography), if they are concerned about their privacy and/or security. Students will be given due notice, in the first week of the term and/or at the time assignment details are provided, about arrangements and alternatives for the use of Turnitin in this course.

It is the responsibility of the student to notify the instructor if they, in the first week of term or at the time assignment details are provided, wish to submit alternate assignment.

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