DI622: Working in Teams II
University of Waterloo
Masters in Digital Experience Innovation
Winter Term 2012

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Office Hours: By appointment
Required Text: *Group Dynamics for Teams*, 2nd or 3rd edition, by Daniel Levi

Overview

Working in Teams is a 2-part course offered in the Fall and Winter terms. The course draws from the disciplines of Organizational Psychology, Communication, Social Psychology, Cultural Psychology, and Economics. In the course, you will learn to recognize individual work, communication, and decision making styles and how they combine in a team setting. We will examine the design, management, and leadership of teams, focusing on interpersonal processes and structural characteristics that influence team effectiveness.

In the fall term, the course will focus on self-examination, team development, and team planning.

In the winter term, we will focus on managing team processes during two applied team projects. Through observation and reflection, students will analyze and tackle the many hurdles teams face in the project planning and implementation phase, including negotiation, decision making, conflict resolution, and interactions with the organization and external stakeholders.

Course objectives include:
- Set the stage for team creativity
- Learn to work in virtual teams & multicultural teams
- Help teams make better decisions
- Deal with conflict productively
- Motivate and lead team members
- Leverage the team within the organization
- Evaluate your personal work style, communication style, and emotional intelligence
- Build project management skills

Format

Working in Teams utilizes an experiential learning approach. In class, you will complete self-assessments, team-assessments, case studies and team exercises that are designed to teach the fundamentals of teamwork in an applied, real-world setting. For each unit, the instructor will introduce a theory or model and students will be expected in written assignments to apply these conceptual frameworks to 1) the analysis of their own team's performance in class or 2) a team project in another MDEI course.

Each session, the instructor will lead an experiential exercise or case analysis, followed by a debrief that involves analyzing students' performance.

In the winter term, students will receive personalized feedback from the Professor and peers on various dimensions of teamwork styles and approaches.

Course Materials

The required text for the course is *Group Dynamics for Teams*, 2nd or 3nd edition, by Daniel Levi. It is available at the University bookstore. Additional readings are listed in the syllabus (or to be announced). Most of these readings can be downloaded from the UW library system. Chapters or difficult to find materials will be available for photocopy.

Course materials will also include weekly cases and assessments handed out in class. There will be a course fee for cases to be announced and collected during the semester.

The final course outline is posted on the UW-ACE course site (http://uwace.uwaterloo.ca). Weekly slides will be posted to the course site on UW-ACE 24 hours prior to each class. In addition, please check ACE for weekly announcements.

Summary of Course Requirements

Requirement	Due Date	Value
Team Assignment #1		40%
Team Assignment #2		40%
Individual Class Participation		10%
Peer Evaluation		10%

Team Assignment #1 Documentary-Style Israel Video (40%)

Team Assignment #1 involves the whole cohort working together as a team to produce a video about your trip to Israel. In class on January 4 & 11, the team will be observed and assessed during the following stages (10% team grade):
1) Defining goals
2) Designing and signing a team contract and system for team evaluation
3) Defining and assigning roles

Outside of class, the team is responsible for developing and handing in a Project Synopsis that includes (15% team grade) **DUE FEBRUARY 15:**
1) Timeline, including specific meetings (specify face-to-face or virtual) for brainstorming, discussing & developing ideas
2) Format and protocol for within team progress reports & feedback
3) Final product

Each member of the team is also required to hand in a 2-page individual report that analyzes one of the following topics in relation to this specific team project (15% individual grade) **DUE FEBRUARY 29:**
1) Communication in Teams
2) Managing Conflict in Teams
3) Team Leadership

Team Assignment #2 User Interface Design Project (40%)

Team Assignment #2 involves identifying and analyzing a commonly used interface that users find difficult or unfriendly. This assignment involves 3 parts and should be completed in 4-person teams. Each week class meets, there will be time for your team to engage in creative brainstorming & thinking about your task.

Due January 18: Develop a survey or interview protocol and population to survey about commonly used interfaces that they think could be improved (survey minimum of 10 people)

Due February 1: Hand in summary and results of your survey/interviews and a brief 1-page abstract of your project proposal.

Due March 21: Design presentation, addressing how you identified a problem, evaluated the problem, and assessed the problem with your design proposal

Class Participation (10%)

This portion of your grade will be based on your individual class attendance and contribution to discussion and in-class activities.

Peer Evaluation (10%)

This portion of your grade will be based on your teammates' evaluation of your contribution and work for the User Interface Design Project

Course Outline Winter Term

Week 1	**Overview of the Term**
Wednesday January 4	**Select Teams for User Interface Design Projects**

1st half class:	**Work on team contract for Israel Video project**
2nd half class:	**Think Tank for User Interface Design projects**

Professor Adair will observe initial meetings & brainstorming sessions

Week 2	**Managing Conflict**
Wednesday January 11	**4:00-7:00 pm**

Readings:	Levi Chapters 7-9

Hinds, P.J. & Bailey, D.E. (2003). Out of sight, out of sync: Understanding conflict in distributed teams. Organization Science, 14, 615-632.

Pozler, J.T., Mannix, E.A., & Neale, M.A. (1998). Interest alignment and coalitions in multiparty negotiation. Academy of Management Journal, 41, 42-54.

1st half of class:	**Conflict Experiential Case & Debrief**
2nd half of class:	**Israel Video Project**

Week 3	**No Class: Project Showcase**
Wednesday, January 18	**4:00 pm-7:00 pm**

Hand in: *Survey to be used to identify commonly frustrating user interface*

Week 4	**Lab (Chris Martin)**
Wednesday January 25	**4:00-7:00 pm**

Week 5	**Team Creativity**
Wednesday February 1	**4:00 pm - 7:00 pm**

Readings: Levi Ch 12

Paulus, P.B. & Yang, H.C. (2000). Idea generation in groups: A basis for creativity in organizations. Organizational Behavior and Human Decision Processes, 82, 76-87.

1st half of class: Israel Video Project
2nd half of class: Think Tank for User Interface Design projects

Hand in: Summary and results of your survey/interviews for Interface Design and a brief 1-page abstract of your project proposal.

Week 6	**Lab (Christ Martin)**
Wednesday February 8	**4:00 pm - 7:00 pm**

Week 7	**Guest Speaker and Presentation of Israel Video**
Wednesday February 15	**4:00 pm - 7:00 pm**

Readings: Levi Chapters 8 & 11

1st half of class: Present Israel Documentary Video
2nd half of class: Guest Speaker

Hand in: Israel Documentary Video Project Team Write-up

Week 8	**No Class**
Wednesday February 22	**Reading Week**

Week 9	**Lab (Chris Martin)**
Wednesday February 29	**4:00 pm - 7:00 pm**

Hand in: Israel Documentary Video Project Individual Write-up

Week 10	**Revisiting Bootcamp: Team composition and team dynamics**
Wednesday March 7	**4:00 pm - 7:00 pm**

Homan, A.C., Hollenbeck, J.R., Humphrey, S.E., Van Knippenberg, D.V., Ilgen, D.R., & Van Kleef, G.A. (2008). Facing differences with an open mind: Openness to experience, salience of intragroup differences, and performance of diverse work groups. Academy of Management Journal, 31, 1204-1222.

1st half class: Think Tank: User Interface Design Project
2nd half of class: User Interface Design Project Team 360 feedback

Week 11	Lab (Chris Martin)
Wednesday March 14	4:00 pm - 7:00 pm

Week 12	User Interface Design Presentations
Wednesday March 21	4:00 pm - 7:00 pm

In Class: Present User Interface Design Project
                   (Note: no written assignment. You will be graded entirely on the
                   presentation itself)

Hand in: *Peer Reviews for User Interface Design Project*