



Overview

GBDA 402: Cross-Cultural Digital Business

Winter Term 2022

University of Waterloo

Stratford School of Interaction Design and Business

Dates: Tuesdays–Thursday, 9:00–11:50

Location: DMS 3022/3024 and online (see details below)

NB: Courses will be conducted online via Zoom until 1 February

Instructors: Ray Drainville (course coordinator and visual design instructor), Zhe Peng (business instructor), and Ali Rizvi (UX instructor)

Course Description: What Are We Doing?

In this course, students will use an agile methodology to create multiple iterations of a *digital product or service*. They will analyse markets, customers, and consumers to suit specific cultures or communities to build a commercially-viable concept, develop a prototype, and test that prototype with real end-consumers. We use "Reduced Inequalities within an Among Countries", one of the UN's Sustainable Development Goals, as your design prompt. This is a broad topic that gives you a lot of leeway to create a product that your team can plan, design, launch, and test by the end of term.

This is a challenging course that will demand significant student time; dedication, and critical thought both individually and as part of a team, with well-planned decisions throughout. The experience is designed to test the student's total knowledge and academic commitment, by replicating as much as possible what can be anticipated when they enter the workforce upon graduation. Not only will the extent of student knowledge be tested, the merging and integration of the program as a whole, will demand that the full scope of one's learning be utilised, and be applied intelligently, practically and seamlessly throughout the journey.

GBDA 402 is the equivalent of four university-level courses delivered over four days. To meet university guidelines, 12 contact hours per week have been assigned, translating into three hours over three consecutive days, with a fourth day assigned to project deliverables. All students are

expected to attend/access lectures and be available for online team meetings consistently and reliably. Students unable to meet the four-day commitment expectation may be removed from their team and required to do the project independently without any revised rubrics (see "Contribution" below).

Students will have access to the current week's modules on LEARN, and the following week will be made available every Monday morning (Toronto/Waterloo time, known as "EST"). Instructors have segmented these into submodules into daily tasks that are expected to be completed within their stated due-dates.

Instruction will take several forms, from formal lectures, online assignments, to one-on-one sessions and team meetings. Given the nature of the core assignments your professors will concentrate on the core areas outlined below. Other important contact details are also supplied, including for your TAs and technical support.

Announcements & Communication

Official statements can be found in the **Announcements** widget on the Course Home page during the term to communicate new or changing information regarding due dates, instructor absence, etc., as needed. You are expected to read the announcements on a regular basis.

To ensure you are viewing the complete list of announcements, you may need to click **Show All Announcements**.

Official messages between students and instructors should be conducted through **email** (see info below for contacting specific individuals). Microsoft Teams (download software | link to 402's team) is required for **group work, meeting minutes discussions, meeting with instructors**, and **casual messaging** with classmates, TAs as well as instructors. We will use Zoom for **remotely-taught classes**.

Instructors cannot support you if you use tools other than Zoom & MS Teams (i.e., WeChat, Facebook, WhatsApp, etc.). **Evidence of team effort will not be evaluated if tools other than Teams are used.** If you use e.g., Miro, ensure that an exported PDF is available in your Teams channel.

Contact Information

Ray Drainville (details below) is the **course coordinator**. If you have any concerns, or just need to talk, please contact me. *I'm very happy to meet with you.* Given the intensive nature of this course, all of us expect and welcome a lot of student contact.

- Ray Drainville (Visual Design)
 - **Course meeting day:** Tuesdays, 9:00–12:00 EST
 - **Office:** DMS 3014
 - **Office hours:** Tuesdays, 12:00–13:30 EST; Wednesdays, 12:00–12:30 EST (NB: different links for the different days) on MS Teams; or at a mutually-agreed time

- Zhe Peng (Business)
 - **Course meeting day:** Wednesdays, 9:00–12:00 EST
 - **Office:** DMS 3022
 - **Office hours:** Wednesdays, 14:00–17:00 EST; or on MS Teams at a mutually-agreed time
- Ali Rizvi (UX)
 - **Course meeting day:** Thursdays, 9:00–12:00 EST
 - **Office:** DMS 3022
 - **Office hours:** Mondays 12:00-13:30 EST, Thursdays 12:00-13:30 EST; or on MS Teams at a mutually-agreed time
- TAs: Arielle Grinberg and Alyssa Zabarowski

Other Contact Information

- LEARN Help: Contact | Student documentation
 - For technical problems with LEARN
 - Include your full name, WatIAM user ID, student number, and course name and number
 - Available Monday–Friday, 8:30–16:30 EST
- Student Resources
 - For academic advice
 - Student success
 - WAT Cards
 - Library Services & more
- Health Services
 - Campus Wellness: (519) 888-4096
 - For general health, including COVID boosters
 - Counselling Services: (519) 888-4567 (ext 32655)
 - We're in extraordinary times. If you need help, please get it
 - Counselling are available to students in & out of the province
 - GBDA has its own counsellor: Dave Logan
 - Don't hesitate to contact Ray, who can refer you
 - Accessibility Services
 - For accommodations
 - Do this *earlier rather than later*. They recommend at the beginning of term

Lectures: Who? Where? How? When?

- Section 1: In-person in DMS 3022/3024
- Section 2: Remote learning, via Zoom or recording

In alignment with the University's strictures for the Omicron variant however, **both sections will start online, and then commence in-person classes for Section 1 on 1 February**. Please keep up-to-date with any announcements made in the course for any further changes.

The course will use Zoom (download software) to deliver lecture content remotely.

Accessing Zoom

- Please make sure you are logged in with your UW Zoom account (get a UW Zoom account with your UW username at uwaterloo.zoom.us)
- Register in advance for the three separate Zoom sections below (one-time only; you have to register for each section, using your name and UW email account. It takes two minutes in total)

Course Sections

- **Visual Design Tuesdays with Ray**
 - Register
 - Zoom meeting link
 - Add meeting to your calendar (ics file)
 - Meeting ID: 962 3478 1735
 - Passcode: 365540
- **Business Wednesdays with Zhe**
 - Register
 - Zoom meeting link
 - Add meeting to your calendar (ics file)
 - Meeting ID: 964 4093 6882
 - Passcode: 681747
- **UX Thursdays with Ali**
 - Zoom meeting link
 - Add meeting to your calendar (ics file)
 - Meeting ID: 984 5694 3887
 - Passcode: 402

NB: Lectures will also be recorded to all students who cannot attend live/in-person for any reason. We will provide links to those recordings each week. Lecture attendance is *not optional*: it is *required*.

Contingency Plans

We should be well-placed to continue the course if we are required to deliver remotely, since everyone will have registered for Zoom above and we will have started online anyway. So we can shift with ease.

What if There is a Stay-At-Home Order?

Once we have been informed by the University of a stay-at-home order, we will immediately inform you about the switch to remote learning through a LEARN announcement. As for teaching: as we already provide live & recorded lectures online, we would continue with that policy for remote-only teaching. Teams would continue to meet online as before, because many teammates

were not attending in-person sessions in the first place.

What if I Contact COVID and Have to Self-Isolate?

Students who think they have contacted COVID are instructed to self-isolate and contact Health Services' Testing Centre to book a testing appointment. Positive COVID results should be reported to the University Health Services via their Health & Advice Form. In-person students who contact COVID should—*of course*—not come to class for your isolation period! You will have access to online materials, and can continue with course work remotely. This policy naturally also applies to your instructors: if we come down with COVID, we will isolate. Should this occur, we'll provide information on what will happen with the course through Announcements on LEARN.

Learning Outcomes: Expectations

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

1. Plan and launch a viable business by

- Assessing and analysing the business environment where a product or service will compete;
- Generating and evaluating alternative business models using secondary market research;
- Making justifiable decisions about the value of a digital product or service that the student will design;
- Understanding the needs of clients and relevant stakeholders;
- Determine resources and skills needed to execute the selected project;
- Manage the project effectively, productively, efficiently, and within the expected deadlines;
- Set and monitor success factors and report on progress;

2. Plan a product or service that meets the needs of consumers and customers by

- Conducting relevant secondary user research and usability testing;
- Conduct relevant and appropriate primary investigation assessments;
- Address specific customer and consumer needs;
- Conceive designs that are supported by user and market analysis;

3. Analyse, test, and iterate on designs and prototypes effectively by

- Following iterative design processes;
- Actively listening to and assessing feedback;
- Pivoting realistically on and integrating feedback in meaningful prototype revisions;
- Rapidly responding to critique in a professional manner;
- Conceive designs that can be well-articulated in writing and oral presentation;
- Creating prototypes that are adaptable to variable platforms (low- and high-fidelity);
- Creating prototypes that are adaptable to variable user demands (including variable abilities);
- Creating prototypes that effectively address design needs and communicate the students' ideas effectively;

4. Communicate Effectively

- Create a presentation that will meet the needs of clients;
- Effectively communicate design ideas in oral presentations;
- Communicating a polished oral pitch, supplemented by visual media;
- Demonstrate your ability to articulately and clearly express complex ideas in a written format;
- Produce high-quality and grammatically-correct reports and writing assignments.

Required Reading / Software

Any required reading will be flagged as such and will be placed in the "Reading / Assignments" submodule for the appropriate course section.

Visual Design: We will use Adobe Creative Suite software—specifically, Photoshop, Illustrator, and InDesign—for any examples or tutorials. The Creative Suite is unquestionably the industry standard. You can get a subscription at a student discount through the University's W Store. Students may purchase other software—Serif's Affinity Suite (Photo, Designer, and Publisher) software is well-regarded and acceptable for this course—but you will have to learn to "translate" tips & tutorials from Adobe's software to Serif's. Other software—Canva, Keynote, Microsoft Word, or Microsoft Paint(!)—is unsuitable for our purposes.

Prototypes: You have multiple options for making your prototypes: Figma and Adobe XD (part of the Creative Suite) are well-regarded. If you are ambitious and curious, you may want to look at Bubble, which is a no-code platform for creating an actual app. A copy of your prototype is required with the submission of each iteration/report deliverable (a PDF export is sufficient).

Other: ClickUp is well-regarded PM software; as is Miro for ideation/mapping. The use of Microsoft Teams is *required* for messaging and meeting minutes.

Deliverables & Weights

Products should be created using industry-standard technologies, design standards, and by the end of the term, be justified as a commercially-viable solution to the problem. Teams *may* need to extend secondary research of comparable solutions from across cultures to provide insights on existing Canadian-based secondary research. Teams *will* need to develop prototypes to demonstrate the product their business will be selling. From this perspective, the final digital business—and this capstone course—will require teams to be market analysts, business decisions makers, creative designers and producers, user and customer experts, and innovative technology developers, in order to be successful.

Individuals will need to pitch an idea for the project; teams form after these ideas are pitched, and each team needs to have a minimum of two accepted ideas in order to continue. You will then spend the rest of the term iterating the project. It will gain greater focus and definition as the term progresses. Teams will need to submit three reports over the term, along with prototypes.

Deliverables and Weighting of Marks

Deliverable	Team/Individual	Weight (%)	Due
<p>Contribution Determined by weekly assignments and engagement reports (info)</p>	Individual	30% (10%/section)	Throughout the course. Grades reported at the end of each month.
<p>Project Proposal Selfie-style video outlining project idea. Assessed via pass/fail: any instructor “failing” the proposal results in the student having the option of redoing the proposal) (info)</p>	Individual (Pass/Fail based on whether accepted)	5%	Week 2 14 January (rubric dropbox)
<p>Digital Product: Project</p>			
<p><i>Iteration 1 & Report</i> First iteration of one of your team's accepted proposals, including concept, UX design, visual design, and user testing (info)</p>	Team	15%	Week 6 11 February (rubric dropbox)
<p><i>Iteration 2 and Report</i> Second iteration of the <i>same</i> proposal, incorporating feedback gained from the first user-testing round (info)</p>	Team	15%	Week 11 11 March (rubric dropbox)
<p><i>Iteration 3 and Report</i> Third iteration of the <i>same</i> proposal, incorporating feedback gained from the second user-testing round (info)</p>	Team	15%	Week 13* 8 April (rubric dropbox)
<p><i>Role Reflection</i> Students must hold different roles for each iteration round and submit a summary reflection on the role they held for each one (info)</p>	Individual	10%	Week 14* 11 April (rubric dropbox)
<p><i>Final Presentations</i> Includes results from all testing periods. The presentation must show evolution from start to finish and plans for future development (info)</p>	Team	10%	Week 14* 11 April (rubric dropbox)
<p><i>NB: Weeks 13 refers the week</i></p>			

with the last class on Tuesday; Week 14 is the week afterwards			
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Details for the deliverables are found in the links above. The course calendar provides a breakdown of deliverable due-dates and weekly subjects.

Assessment

What does my grade mean?

- **A+ (90–100):** This mark is for deeply exceptional work that demonstrates profound understanding of the issues presented in class. It indicates work that is *well above average* for GBDA students. The work demonstrates a professional level of involvement and execution on the part of the student, and stands on its own terms outside of the context of a school assignment.
- **A (80-89):** This mark is for exceptional work that, to varying degrees, demonstrates a thorough understanding of the issues presented in class. It indicates work that is *above average* for GBDA students. The work demonstrates a deep involvement on the part of the student, and could stand on its own terms outside of the context of a school assignment.
- **B (70-79):** This mark is for notable work that, to varying degrees, shows that the student has understood the topic and has made every effort to fulfil the requirements of the assignment to the best of his or her ability. It indicates work of *the expected quality* for GBDA students, and represents good work.
- **C (60- 69):** This mark is for satisfactory/acceptable work, to varying degrees: for example, it may be successful on one level, but fails on another. Alternately, the work may reflect a good deal of effort, but it does not adequately address the topic at hand. It is *not quite up to GBDA standards*, but not that far away, either. After having followed recommendations by the lecturer, future work should do meet GBDA standards.
- **D (50-59):** This mark is for barely adequate work, to varying degrees: the work displays minimal effort and commitment on the part of the student and/or does not convey a sufficient understanding of the topic at hand. It is *below GBDA standards*, and significantly more effort would be required to meet those standards.
- **F (33-49):** This mark is for insufficient or incomplete work, to varying degrees, and is marked as a fail. It indicates work that is *well below GBDA standards*, and future work would require substantial effort to meet standards.

Contribution is Key to Success

This is a project-based course. There are no term papers or examinations. During the pandemic, GBDA students are scattered across at least 12 time zones. According to the University's remote-teaching guidelines, we do not schedule *required*, live (i.e., synchronous) lectures for remote students. We schedule live classes (details are at the beginning of this document), and they will be recorded for students who cannot attend live. Whether you attend in person, attend the live session on Zoom, watch the recorded version, or download the PDF notes, **access to lecture materials for each section is required by Friday, 18:00 EST of the week in which it was published.**

Instructors will offer live drop-in office hours for students, but these will be optional.

Because we are learning remotely *and* in person, our focus is not on attendance, but **contribution**. That is, we mark meaningful and timely attention paid both to course material and the production of your work, both individually and in groups. The **TL;DR version** is: access the lectures, access them on time, take your position in your team seriously, attend closely to deliverable requirements, and submit your work on time. Contribution takes up a large proportion of your final mark. If you don't take the materials or assignments seriously, you will get, at best, only a portion of that percentage. **Full contribution marks are designed to be achievable if you are diligent: they are not recoverable.**

Note: If you wish to do well in this course, it is essential to work well with a team and carry your portion of the project. Avoid either under-contributing (for whatever reason) or over-contributing (because others aren't doing enough). Students usually receive the same group mark for group assignments, but instructors reserve the right to adjust the deliverable grade for over- or under-performing students.

LEARN tracks your engagement with course material. If a student shows up on the inactivity report three times on LEARN, without instructors' previous approval, they will automatically be pulled from the team and continue the project as an individual study. Any analysis or other work done up to that date by the team can be used by the individual student, who will from that point onwards work alone. These solo workers will then be expected to complete the same deliverables as stated above. Any student faced with this situation will not be able to participate in role reflections, and may forfeit grades at the discretion of the instructors.

Late Work

These assignments reflect real-world production: deadlines matter. Assignments submitted late without approved extensions will be subject to late penalties of 5% for the first 24 hours that the work is late, rising to 10% for each subsequent day. After a week, a mark of 0% will be assigned for the late work. Late penalties are not recoverable. **If there are important circumstances that impact your submissions, tell us *before* the submission of the work, not afterwards.** Of course if you have medical issues or accommodations these may impact deliverables, and we will do our best to accommodate you. But in keeping with University guidelines, you need to provide documentation or have completed the University's procedures for accommodations.

Submission of Work

Follow the directives provided on your project outlines. Submit your files to the appropriate dropbox in LEARN in the appropriate format(s) and with the name specified. When in doubt, label all files **GBDA402_teamName_deliverableName** (group components) or **GBDA402_lastname_firstname_deliverableName**. (individual components).

Legalities

Information on Plagiarism Detection

Students and faculty at the University of Waterloo share an important responsibility to maintain the integrity of the teaching and learning relationship. This relationship is characterized by honesty, fairness, and mutual respect for the aim and principles of the pursuit of education. Academic misconduct impedes the activities of the university community and is punishable by appropriate disciplinary action.

We reserve the right to use electronic means to detect and help prevent plagiarism. Students agree that by taking this course all assignments are subject to submission via software for textual similarity (e.g., Turnitin.com or Grammarly) or visual similarity (e.g., Google Reverse Image Search or TinEye). Assignments submitted to Turnitin.com will be included as source documents in Turnitin.com's restricted access database solely for the purpose of detecting plagiarism in such documents for five academic years.

Note: This is a studio-based course. All work submitted for evaluation must be your own, made from scratch. Using templates, stock sources, or any online imagery is not permitted unless expressly authorised by the instructor. If the submitted work is determined not to be your own, the Academic Discipline Procedure of Policy 71 (Student Discipline) will be invoked. Take this seriously: do not ruin your academic career.

If your instructor allows you to use work that you haven't made, then you are subject to the following:

- The work must be specially-licensed or copyright-free
- You must indicate the source: indicate the item used and provide the URL

Works may be available in the public domain that are identified as copyright-free or that fall under licenses from Creative Commons. "Public domain" is a term used for works that are not protected by copyright law. If an image is in the public domain, then you are allowed to use it—to copy it, to manipulate it and to distribute it. Works identified as Creative Commons allow varying degrees of use. In this case, the authors decide how you can use their images.

- CARFAC (Canadian Artists Representation / Le front des artistes canadiens)
- Wikimedia Commons, Google Images, and Flickr have databases of digital files that are available for use. You need to check the conditions of use as they vary: restrict your searches to files that are tagged as available for reuse.
- The Copyright Act in Canada was recently amended to reflect the current digital landscape.
- The following conversation on the US-based Copyright Advisory Network answers some of the basics related to US Copyright, images and fair use.
- This document from Cornell University defines works in the public domain for United States as of January 1, 2013.

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. See the

UWaterloo Academic Integrity Webpage and the Arts Academic Integrity Office Webpage for more information.

Grievance

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 (Student Petitions and Grievances, Section 4). 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 academic offenses and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course professor, academic advisor, or the undergraduate associate dean. For information on categories of offenses and types of penalties, students should refer to Policy 71 (Student Discipline). For typical penalties check Guidelines for the Assessment of Penalties.

Appeals

A decision made or penalty imposed under Policy 70 (Student Petitions and Grievance) —other than a petition—or Policy 71 (Student Discipline) may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to Policy 72 (Student Appeals).

Notes for Students with Disabilities

The Office for Persons with Disabilities (OPD), Accessibility Services is located in Needles Hall, Room 1132. OPD 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 the OPD *at the beginning of each academic term*. We're happy to accommodate your needs, but to ensure equity, we need guidance & authorisation from the OPD to do so. Please tell OPD that we are allowed to speak to them: we can thereby get guidance to help you. Don't worry, the guidance will be free of personal details!

A Note about Fees!

This is a friendly reminder that you won't gain access to the online learning systems (LEARN) until your Registered Status on Quest for the term is "Fees Arranged." Visit the Finance-Student Accounts website to find out how to become "Fees Arranged" for the term. If you submitted a payment or Promissory Note more than three days ago and you're not yet "Fees Arranged", please contact Student Accounts immediately to investigate: (519) 888-4567 extension 38466, sfacnts@uwaterloo.ca. Do not go to Needles Hall, as in-person finance operations are suspended throughout the pandemic. Finance personnel are available between 8:30 & 4:30

weekdays.

NB: If the instructor or students notice errors in this syllabus, it may be subject to change.

Did you get this far? If so, show it by posting a favourite meme in the #random channel on Teams
:)