

University of Waterloo
Stratford School of Interaction Design and Business
DEI 612 Working in Teams
Fall 2020
Online

Instructor Information

Instructor: Jinuk Oh
Office Hours: by appointment
Email: jinuk.oh@uwaterloo.ca

Course Description

This course introduces the theory and best practices for working in teams, especially communication, co-operation, collaborative creativity and managing conflict. The format of the course will combine lectures with discussion, experiential skill-building exercises, reflective writing and team projects.

Course Goals and Learning Outcomes

Upon completion of this course, students should be able to:

- A. Recognize the conditions and practices that support the success of teams, and the typical development, processes and challenges of teamwork.
- B. Form a team and then plan and execute a project together.
- C. Communicate constructively, make decisions, manage conflict, and collaborate creatively with team members.
- D. Run an effective team meeting.
- E. Transfer skills to virtual teamwork.
- F. Evaluate the performance of a team on a project and offer sound advice based on theory and best practices for working in teams.

Textbook and course readings

Required

- 1. Levi, Daniel. (2017). *Group Dynamics for Teams* (5th Edition). Sage.

Recommended

- 1. Johns, D. & Johnson, F. (2017). *Joining Together: Group Theory and Group Skills* (12th Edition). Pearson.

To prepare for class, read the related textbook chapters.

Links to the other course readings on the LEARN site.

Course Requirements and Assessment

Your knowledge and understanding of the course content will be strengthened and tested by individual and group assignments, which will contribute 75% of your grade.

The best way to practice working with others is by working with others. Your participation in and contribution to classroom activities is an investment in your own learning and in the learning of your classmates, and will contribute 25% of your grade.

Assignment details will be explained in class and on LEARN. You will also find assignment rubrics, grades and personalized feedback on LEARN throughout the term. There are three team projects—Alpha, Bravo and Charlie—which will be completed in teams. All the other assignments are to be completed individually and will be graded individually.

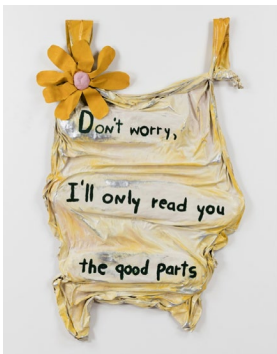
The following table represents the grade breakdown of this course.

Activities and Assignments	Weight (%)
Introduce Yourself	Ungraded
Self-tests	Ungraded
Reading and Reflection <ul style="list-style-type: none">• Reading and Reflection 1: 5%• Reading and Reflection 2: 10%• Reading and Reflection 3: 10%	25%
Project Alpha <ul style="list-style-type: none">• Project: 5%• Solo Reflection: 5%	10%
Project Bravo <ul style="list-style-type: none">• Project: 5%• Solo Reflection: 5%	10%

Project Charlie <ul style="list-style-type: none"> • Project: 15% • Solo Reflection: 15% 	30%
Participation and Contribution	25%

Please submit all written work in PDF format unless you have made other arrangements with me in advance. If I need to ask you to resubmit work because it's not a PDF, I may apply the late penalty.

As always in academic writing, when you mention the ideas or work of others, you must attribute those ideas and work to their sources with both an in-text citation and a reference in the Works Cited list. Here is [one of many places to learn about MLA style](#), which is well-suited to most academic writing in the arts and humanities. When you have read the syllabus, you can earn a bonus mark by uploading a picture of one of your favourite artworks, with a citation in MLA style of where you found it online, to the dropbox on LEARN. For example:



Morton, Ree. *Don't worry, I'll only read you the good parts*. 1975. Annemarie Verna Galerie, Zurich. *Art Basel*, <https://www.artbasel.com/catalog/artwork/52354/Ree-Morton-Don-t-worry-I-ll-only-read-you-the-good-parts>. Accessed January 2018.

Text matching software (Turnitin®) will be used to screen assignments in this course. This is being done to verify that use of all materials and sources in assignments is documented. You have the opportunity to pre-screen your own work and use the feedback from Turnitin® to find and fix any errors in quotation and citation before your final submission. Students will be given an option if they do not want to have their assignment screened by Turnitin®. Approach me in the first week of the term if you prefer to make alternative arrangements to the use of Turnitin® in this course.

Participation and contribution, throughout the term

If you attend class, participate in activities and make constructive contributions to class discussion weekly, you can expect to earn at least 80% for participation and contribution. Absences, failure to participate or disruptive behaviour that undermines the learning of classmates will be penalized. To excel, look for ways to apply what you learn about working in teams to the in-class activities and to bring your experiences and insights to discussion.

Weekly participation grades will be assigned on a scale of 0-5

- 0 absent without documented extenuating circumstances
- 2 present but did not participate in activities or contribute to discussion
- 3 participated in activities or contributed to discussion, but not both
- 4 participated in activities and contributed to discussion
- 5 demonstrated especially good teamwork skills during activities and/or made an especially insightful contribution to discussion

Course Schedule

The following table represents the grade breakdown of this course.

Week	Module	Readings	Assignments	Activities	Due Date	Weight (%)
Week 1	Module 1: An Introduction to Groups and Teams	<i>Group Dynamics for Teams</i> , Chapter 1 & 2		Self-test: Team tasks	Sunday, September 13, 2020 at 11:55 PM	Ungraded
	Module 2: Reflective Writing and Facilitation	writeonline.ca How to write an ORID essay				
	Module 3: Introduction to Virtual Teams	<i>Group Dynamics for Teams</i> , Chapter 7 & 8		Discussion: Pooling your knowledge	Part 1: Friday, September 11, 2020 at	All Module Activities will total 25% of

					11:55 PM	final grade.
					Part 2: Sunday, September 13, 2020 at 11:55 PM	
					Part 3: Wednesday, September 16, 2020 at 11:55 PM	
Week 2	<u>Module 4: How Teams Grow and Change</u>	<i>Group Dynamics for Teams,</i> Chapter 3	<u>Reading and Reflection 1</u>		Sunday, September 20, 2020 at 11:55 PM	5%
	<u>Module 5: How Teams Behave</u>	<i>Group Dynamics for Teams,</i> Chapter 4 & 5				
	<u>Module 6: Running Effective Meetings</u>	<i>Group Dynamics for Teams,</i> Chapter 6	<u>Project Alpha</u> availability poll		Friday, September 18, 2020 at 11:55 PM	

			Project Alpha skills survey		Friday, September 18, 2020 at 11:55 PM	
Week 3	Module 7: Communication	<i>Group Dynamics for Teams</i> , Chapter 6	Project Alpha launches		Check Announcements after Monday, September 21, 2020 at 8:00 AM	
				Discussion: One-way vs. two-way communication	Sunday, September 27, 2020 at 11:55 PM	
Week 4	Module 7: Communication (continued)	<i>Group Dynamics for Teams</i> , Chapter 6		Discussion: Public apology	Sunday, October 4, 2020 at 11:55 PM	
			Project Alpha due		Sunday, October 4, 2020 at 11:55 PM	5%
Week 5	Module 8: Conflict Management	<i>Group Dynamics for Teams</i> , Chapter 7 & 8		Discussion: Conflict management	Part 1: Monday, October	

					19, 2020 at 11:55 PM	
					Part 2: Wedn esday, October 21, 2020 at 11:55 PM	
				<u>Self-test: Conflict management</u>	Monday, October 19, 2020 at 11:55 PM	Ungrad ed
			<u>Project Alpha Reflection</u>		Monday, October 19, 2020 at 11:55 PM	5%
	<u>Module 9: Leadership</u>	<i>Group Dynamics for Teams, Chapter 10</i>				
	<u>Module 10: A Crash Course in Project Management</u>	<i>Group Dynamics for Teams, Chapter 3 & Appendix</i>		<u>Activity: Essential ideas</u>	Monday, October 19, 2020 at 11:55 PM	Ungrad ed

Reading Week (Saturday, October 10, 2020 to Sunday, October 18, 2020)

Week 6	Module 11: Decision-making	<i>Group Dynamics for Teams,</i> Chapter 9	Project Bravo availability poll		Friday, October 23, 2020 at 11:55 PM	
			Project Bravo launches		Check Announcements after Monday, October 26, 2020 at 8:00 AM	
				Discussion: Criteria matrix	Sunday, October 25, 2020 at 11:55 PM	Complete only 1 of these 3 activities
				Discussion: Nominal group technique	Sunday, October 25, 2020 at 11:55 PM	
				Discussion: Impact/effort matrix	Sunday, October 25, 2020 at 11:55 PM	
Week 7	Module 11: Decision-making (continued)	<i>Group Dynamics for Teams,</i> Chapter 9		Discussion: Decision-making	Part 1: Sunday, November 1, 2020 at	

					11:55 PM	
					Part 2: Wednesday, November 4, 2020 at 11:55 PM	
				Self-test: Decision-making	Sunday, November 1, 2020 at 11:55 PM	
				Reading and Reflection 2	Sunday, November 1, 2020 at 11:55 PM	10%
Week 8	Module 12: Creativity in Groups	<i>Group Dynamics for Teams,</i> Chapter 12		Discussion: Brainwriting and multiple voting	Sunday, November 8, 2020 at 11:55 PM	
				Submission: Exceptional group contributions nomination	Sunday, November 8, 2020 at 11:55 PM	

			Project Bravo due		Sunday, November 8, 2020 at 11:55 PM	5%
Week 9	Module 13: Evaluating Teams	<i>Group Dynamics for Teams</i> , Chapter 16	Project Charlie launches		Check Announcements after Monday, November 9, 2020 at 8:00 AM	
				Self-test: Evaluating and rewarding teams	Sunday, November 15, 2020 at 11:55 PM	Ungraded
			Project Bravo Reflection		Sunday, November 15, 2020 at 11:55 PM	5%
	Module 14: How to Recognize Effective and Ineffective Teams	<i>Group Dynamics for Teams</i> , Chapter 17				
	Module 15: Improving Teams	<i>Group Dynamics for Teams</i> , Chapter 17		Discussion: Team-building	Part 1: Sunday, November	

					er 15, 2020 at 11:55 PM	
					Part 2: Wedn esday, Novemb er 18, 2020 at 11:55 PM	
				Self-test: Improving teams	Sunday, Novemb er 15, 2020 at 11:55 PM	Ungrad ed
	Module 16: Becoming a Better Teammate					
Week 10	Module 17: Diversity, Equity, and Inclusion	<i>Group Dynamics for Teams, Chapter 13</i>		Discussion: Perceptual biases	Part 1: Sunda y, Novemb er 22, 2020 at 11:55 PM	
					Part 2: Wedn esday, Novemb er 25, 2020 at	

					11:55 PM	
			Reading and Reflection 3		Sunday, November 22, 2020 at 11:55 PM	10%
	Module 18: Imperfect, Incomplete advice on Interesting Times	<i>Group Dynamics for Teams</i> , Chapter 13				
Week 11	Module 19: How Culture Affects Teams	<i>Group Dynamics for Teams</i> , Chapter 14		Discussion: Cultural misunderstanding	Part 1: Sunday, November 29, 2020 at 11:55 PM	
					Part 2: Wednesday, December 2, 2020 at 11:55 PM	
Week 12	Module 20: Virtual Teams	<i>Group Dynamics for Teams</i> , Chapter 15	Project Charlie due		Sunday, December 6, 2020 at 11:55 PM	15%

	<u>Module 21: Becoming a Real Team Player</u>		<u>Submission: Exceptional group contributions nomination</u>	Sunday, December 6, 2020 at 11:55 PM	
			<u>Project Charlie Reflection and Peer Review</u>	Sunday, December 13, 2020 at 11:55 PM	15%
			Project Charlie play- through and Solo participant feedback on Project Charlie	Sunday, December 13, 2020 at 11:55 PM	

There is no final examination for this course

Course Policies

Late Policy

Dates as written in the [Course Schedule](#) are hard deadlines. After the specified deadline, you will no longer be able to submit assignments, complete quizzes, or contribute to discussions.

While the course tools have a hard deadline, but your instructor does not. If you encounter extenuating circumstances—such as illness, injury, or a family emergency—that could delay your work or interfere with your progress, please talk to your instructor privately as soon as possible so that appropriate accommodations can be negotiated to keep you on track and thriving.

Attendance Policy

DEI 612 is a team sport, not a television broadcast. Your attendance and punctuality will contribute greatly to your learning and success in this course, and to the learning and success of your classmates. Absenteeism can seriously affect your participation and contribution grade in this course, but when it is due to various types of emergencies, personal issues, bad

weather, or medical reasons it is, of course, justifiable. In such cases, please see me so I can make suitable accommodations.

Mental Health Support

All of us need a support system. We encourage students to seek out mental health support if they are needed.

Full details on how to [Get mental health support when you need it](#) can be found online from the Faculty of Arts.

Submission Times

Please be aware that the University of Waterloo is located in the **Eastern Time Zone** (GMT or UTC-5 during standard time and UTC-4 during daylight saving time) and, as such, the time that your activities and/or assignments are due is based on this zone. If you are outside the Eastern Time Zone and require assistance with converting your time, please try the [Ontario, Canada Time Converter](#).

Accommodation Due to Illness

If your instructor has provided specific procedures for you to follow if you miss assignment due dates, term tests, or a final examination, adhere to those instructions. Otherwise:

Missed Assignments/Tests/Quizzes

Contact the instructor as soon as you realize there will be a problem, and preferably within 48 hours, but no more than 72 hours, have a medical practitioner complete a [Verification of Illness Form](#).

Email a scanned copy of the Verification of Illness Form to your instructor. In your email to the instructor, provide your name, student ID number, and exactly what course activity you missed.

Further information regarding Management of Requests for Accommodation Due to Illness can be found on the [Accommodation due to illness](#) page.

Missed Final Examinations

Your faculty determines academic accommodation; therefore we advise you to speak with your professor if you anticipate being unable to fulfill academic requirements due to illness or other extenuating circumstances.

Further information about Examination [Accommodations](#) is available in the Undergraduate Calendar.

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. **If you have not already completed the online tutorial regarding academic integrity you**

should do so as soon as possible. Undergraduate students should see the [Academic Integrity Tutorial](#) and graduate students should see the [Graduate Students and Academic Integrity](#) website.

Proper citations are part of academic integrity. Citations in CEL course materials usually follow CEL style, which is based on APA style. Your course may follow a different style. If you are uncertain which style to use for an assignment, please confirm with your instructor or TA.

For further information on academic integrity, please visit the [Office of Academic Integrity](#).

Turnitin

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 the alternate assignment.

[Turnitin® at Waterloo](#)

Discipline

A student is expected to know what constitutes [academic integrity](#) to avoid committing an academic offence, and to take responsibility for his/her actions. 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](#). For typical penalties, check [Guidelines for the Assessment of Penalties](#).

Appeals

A decision made or penalty imposed under [Policy 70 - Student Petitions and Grievances](#), (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](#).

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.

Final Grades

In accordance with [Policy 46 - Information Management](#), Appendix A - Access to and Release of Student Information, the Centre for Extended Learning does not release final examination grades or final course grades to students. Students must go to [Quest](#) to see all final grades. Any grades posted in Waterloo LEARN are unofficial.

AccessAbility Services

[AccessAbility Services](#), located in Needles Hall, 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 accommodation to lessen the impact of your disability, please register with AccessAbility Services at the beginning of each academic term and for each course.

Accessibility Statement

The Centre for Extended Learning strives to meet the needs of all our online learners. Our ongoing efforts to become aligned with the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) are guided by University of Waterloo accessibility [Legislation](#) and policy and the [World Wide Web Consortium's \(W3C\) Web Content Accessibility Guidelines \(WCAG\) 2.0](#). The majority of our online courses are currently delivered via the Desire2Learn Learning Environment. Learn more about [Desire2Learn's Accessibility Standards Compliance](#).

Use of Computing and Network Resources

Please see the [Guidelines on Use of Waterloo Computing and Network Resources](#).

Copyright Information

UWaterloo's Web Pages

All rights, including copyright, images, slides, audio, and video components, of the content of this course are owned by the course author and the University of Waterloo, unless otherwise stated. By accessing this course, you agree that you may only download the content for your own personal, non-commercial use. You are not permitted to copy, broadcast, download, store (in any medium), transmit, show or play in public, adapt, or change in any way the content of these web pages for any other purpose whatsoever without the prior written permission of the course author and the University of Waterloo, Centre for Extended Learning.

Other Sources

Respect the copyright of others and abide by all copyright notices and regulations when using the computing facilities provided for your course of study by the University of Waterloo. No material on the Internet or World Wide Web may be reproduced or distributed in any material form or in any medium, without permission from copyright holders or their assignees. To support your course of study, the University of Waterloo has provided hypertext links to relevant websites, resources, and services on the web. These resources must be used in

accordance with any registration requirements or conditions which may be specified. You must be aware that in providing such hypertext links, the University of Waterloo has not authorized any acts (including reproduction or distribution) which, if undertaken without permission of copyright owners or their assignees, may be infringement of copyright. Permission for such acts can only be granted by copyright owners or their assignees.

If there are any questions about this notice, please contact the University of Waterloo, Centre for Extended Learning, Waterloo, Ontario, Canada, N2L 3G1 or extendedlearning@uwaterloo.ca.

TERRITORIAL ACKNOWLEDGEMENT

The Faculty of Arts acknowledges that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes six miles on each side of the Grand River. The Stratford School of Interaction Design and Business is situated on the traditional territory of the Anishinaabe, Haudenosaunee, and the Ojibway/Chippewa peoples. This territory is covered by the Upper Canada Treaties.

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Institutional-required statements for undergraduate course outlines approved by Senate Undergraduate Council, April 14, 2009

Cross-listed course

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science rubric.

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Appeals: A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read [Policy 72 - Student Appeals](#).

Other sources of information for students

[Academic integrity](#) (Arts)

[Academic Integrity Office](#) (uWaterloo)

Accommodation for Students with Disabilities

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