

Chapter 5 – Management and Teams

Research

1. How does knowing the connections among jobs help in improving the performance of individuals within teams? How might such information be helpful in improving the functioning of the team as a whole?
2. Computers allow us to tailor the performance appraisal of managers to their actual duties, weight evaluations by time spent, or otherwise adapt the evaluation system from the generic system to the specific manager. In what ways, if any, is this beneficial to the individual manager? To the organization? Design a study that will provide empirical data helpful in answering such questions.
3. Suppose you wanted to address a question about whether competency models or traditional job analysis techniques were more useful. What sorts of questions would you have to address to make it possible to conduct a study? That is, how can you turn such a generic question into a question specific enough that you could collect and analyze data to answer it?
4. If you did manage to make a researchable question in response to the item above, congratulations! Now design the study to address it.
5. Develop a method to capture team member interactions. The method should be able to code (a) function of interaction, (b) content of interaction (e.g., transfer of information), and (c) social impact, including emotional reactions.