Chapter 5 – Management and Teams

**Exercises**

1. Go online and search for job analysis for teams (you are likely to have better luck with Google Scholar than the generic version, but take your pick). Describe an article or application that you found.
2. Pick a television show that has a manager as a character. Describe that manager's activities as seen in the show. Describe the activities of a real manager of a job that you have had. How are they alike and different?
3. Develop a list of traits or competencies for a generic management position. Compare the traits to the skills and abilities listed in O*NET for office supervisors (43-1011.00 - First-Line Supervisors/Managers of Office and Administrative Support Workers). What skills, traits, etc., are common to both lists? What skills are unique to each?
4. Develop a list of traits or competencies for generic teams. In other words, what do you want to see in team members for essentially all teams? Compare the traits to the skills and abilities listed in O*NET for non-retail sales managers (41-1012.00 - First-Line Supervisors/Managers of Non-Retail Sales Workers). What skills are common to both lists? What skills are unique to each?
5. Pick a job with which you are familiar that is part of a team (it might be a sports team, such as quarterback for a football team). Describe how, where, why, the focal job connects to other jobs (e.g., the quarterback passes the ball to the wide receiver).
6. Pick a team with which you are familiar. Find the feasible set of job analysis building blocks for Cell 5 in Table 5.8. Describe a job analysis method that is taken from the feasible set.
7. Argue for either of these two positions:
   a. Management jobs pose special problems for job analysis; traditional job analysis methods cannot adequately capture much of the important information about such jobs.
   b. Management jobs are just jobs like any other and can be described using the same building blocks.
8. Design a rating scale to allow a researcher to distinguish teams in terms of team functions described by Nieva et al.