

team level of analysis. Fourteen specific KSAs were derived. Then the implications of these teamwork KSAs for the modification or development of human resources management systems are determined, and research issues were discussed.

The study discussed the knowledge, skill and ability (KSA) requirements for teamwork, which includes (1), Interpersonal KSAs that includes Conflict Resolution KSAs, Collaborative Problem Solving KSAs and Communication KSAs. (2) Self-management KSAs that includes Goal Setting and performance Management KSAs and Planning and Task Coordination KSAs.

**11- Stevens, M.J., & Campion, M.A. (1999) study entitled: "Staffing work teams: Development and validation of a selection test for teamwork settings".**

The purpose of this research was to develop a selection test for staffing work teams. The knowledge, skills, and abilities (KSAs) for effective teamwork (Stevens & Campion, 1994) were used to develop a paper-and pencil test of teamwork situations. KSAs reflected conflict resolution, collaborative problem solving, communication, goal setting and performance management, and planning and task coordination. Standard test construction techniques were used, and the test contained 35 multiple-choice items on hypothetical teamwork situations. Two validation studies were conducted involving production employees in a pulp mill (n = 70) and box plant (n = 72). Results showed criterion-related validity with supervisory and peer ratings of teamwork and overall job performance. However, a key unexpected finding was the large correlation with employment aptitude tests, suggesting that the Teamwork Test has a significant general mental ability component. The study also has secondary implications for the literatures