

Appendix D: Communication with Prof. Uhl-Bien to Get Permission to Use Work Unit Effectiveness Survey

On Thu, Oct 10, 2013 at 1:56 PM, hala abdulqader <Habdulqader@uop.edu.jo> wrote:

Dear Prof. Mary,

My name is Hala AbdulQader, and I am a (female) Professor of Business Management at the University of Petra in Amman-Jordan.

One of my MBA students intends to study the relation between Team members' Knowledge, Skills and Abilities (KSA) on the team performance effectiveness (WUE) and he will apply his study on a Tissue Paper manufacturing company in Amman-Jordan.

For measuring teams (KSA) we got the permission of Prof. Stevens to use Stevens and Campion (1994 & 1999) test for scientific research purposes and we agreed on all terms and conditions to use the instrument.

For measuring (WUE) my student intends to use the instrument that you have applied Uhl-Bien and Graen study entitled "Individual self-management: Analysis of professionals' self-managing activities in functional and cross-functional work teams" published in 1998.

Therefore, I am writing to ask your kind permission to use this instrument in the intended research project and I am confident that you will support this request with our full understanding that the instrument will be used only for scientific research purposes. Your permission will be honored by indicating to this officially in the thesis and that it is used with your permission. It will be our pleasure to provide you with a copy of the results of the study when it is finalized, so that it will be useful for any cross-cultural comparative study in the future.

Looking forward for your reply with my best regards.

Hala

From: Mary Uhl-Bien [mary.uhlbien@gmail.com]

Sent: Thursday, October 10, 2013 9:03 PM

To: hala abdulqader

Subject: Re: permission request

Hello Hala,

Of course, you are welcome to use it. All best with the research.