

4. References

- Campion, MA, Medsker, GJ and Higgs, AC 1993, 'Relations between work group characteristics and effectiveness: implications for designing effective work groups', *Personnel Psychology*, vol. 46, no. 4, pp. 823-847, viewed 24 October 2007, < www.blackwell-synergy.com/doi/abs/10.1111/j.1744-6570.1993.tb01571.x >.
- Cannon-Bowers, JA, and Salas, E 2001, 'Reflections on shared cognition', *Journal of Organizational Behavior*, vol. 22, no. 2, pp. 195–210.
- Cannon-Bowers, JA, Salas, E, Converse, S 1993, 'Shared Mental Models in expert team decision making', in Castellan, N.J. (ed) *Individual and Group Decision Making*, Lawrence Erlbaum and Associates, Hillsdale, NJ, pp. 221-246.
- Cohen, SG, and Bailey, DE 1997, 'What makes teams work: group effectiveness research from the shop floor to executive suite', *Journal of Management*, vol. 23, no. 3, pp. 239–290, viewed on 23 October 2007, <<http://jom.sagepub.com/cgi/content/abstract/23/3/239>>.
- Cooke, J, Salas, E, Kiekel, PA and Bell, B 2004, 'Advances in measuring team cognition', in Salas, E and Fiore, S. M (eds) *Team Cognition: Understanding the Factors that Drive Process and Performance*, American Psychological Association Washington, DC, pp. 83-106.
- Davidson, EJ and Tay, ASM 2003, 'Studying Teamwork in Global IT Support', in *Proceedings of the 36th Hawaii International Conference on System Sciences*.
- Davis, SH 2001, 'How to measure team effectiveness: a model', *Training Journal*, pp. 24–26.
- Demirors, E, Sarmagik, G and Demirors, O 1997, 'The role of teamwork in Software development: Microsoft case study', in *Proceedings of the 23rd EUROMICRO Conference*, pp. 129-133, viewed on 30 March 2008, <
http://ieeexplore.ieee.org/xpls/abs_all.jsp?tp=&arnumber=617239&isnumber=13462>
..
- Doolen, TL, Hacker, ME and Aken, EV 2006, 'Managing organizational context for engineering team effectiveness', *Team Performance Management*, vol. 12, no. 6, pp. 138-154, viewed on 27 October 2007, <www.emeraldinsight.com/1352-7592.htm>.
- Edwards, HK and Sridhar, V 2003, 'Analysis of the Effectiveness of Global Virtual Teams in Software Engineering Projects', in *Proceedings of the 38th Hawaii International Conference on System Sciences*.

- Flood, PC, Hannan, EK, Smith, G, Turner, T and West, MA 2005, 'Chief executive leadership style, consensus decision making, and top management team effectiveness', *European Journal of Work and Organisational Psychology*, vol. 9, no. 3, pp. 401-420, viewed 12 October 2007, <www.ingentaconnect.com/content/psych/pewo/2000/00000009/00000003/at00007>.
- Gibson, CB and Zellmer-Bruhn, ME 2001, 'Metaphors and meaning: An intercultural analysis of the concept of teamwork', *Administrative Science Quarterly*, vol.46, pp. 274-303.
- Gopal, A, Krishnan, MS, Mukhopadhyay, T and Goldenson, DR 2002, 'Measurement programs in Software development: determinants of success', *IEEE Transactions on Software Engineering*, vol. 9, no 28, pp. 863 - 875.
- Hare, AP and Hare, SE 2003, 'Team mental models and team size', Paper presented at the annual meeting of the American Sociological Association, Atlanta Hilton Hotel, GA: Atlanta, viewed 4 August 2008, <http://www.allacademic.com/meta/p107861_index.html>.
- Harrison, DA, Price KH and Bell, MP 1998, 'Beyond relational demography: Time and the effects of surface – and deep – level diversity on work group cohesion', *The Academy of Management Journal*, vol. 41, no 1, pp. 96-107, viewed 25 October 2007, <<http://www.jstor.org/pss/256901>>.
- Imbrie, PK, Maller, SJ and Jason C 2005, 'Assessing team effectiveness', in *Proceedings of the American Society for Engineering Education Annual Conference & Exposition*.
- Guzzo, R.A. and Salas, E. (eds) 1995, 'Understanding the dynamics of diversity in decision-making teams', San Francisco, CA: Jossey-Bass, pp. 204–61.
- Kang, HR, Yang, HD and Rowley, C 2006, 'Factors in team effectiveness: cognitive and demographic similarities of software development team members', *Human Relations*, vol. 59, no. 12, pp. 1681-1710, viewed 20 October 2007, <<http://hum.sagepub.com/cgi/content/abstract/59/12/1681>>.
- Katzenbach, JR and Smith, DK 1993, '*The Wisdom of Teams Creating the High Performance Organization*', Harvard Business School Press, Boston.
- Kraiger, K and Wenzel, LH 1997, 'Conceptual development and empirical evaluation of measures of Shared Mental Models indicators of team effectiveness', in Brannick, MT, Salas, E and Prince, C (eds), *Team Performance Assessment and Measurement: Theory, methods, and applications*,. Lawrence Erlbaum Associates, pp. 63-84.
- Klimoski, R and Mohammed, S 1994, 'Team mental model: construct or metaphor?', *Journal of Management*, vol. 20, no. 2, pp. 403-437.

- Levesque, LL, Wilson, JM and Wholey D 2001, 'Cognitive divergence & Shared Mental Models in software development project teams', *Journal of Organizational Behavior*, vol. 22, pp 35–44.
- Lim, B and Klein, KJ 2006, 'Team mental model and team performance: A field study of the effects of team mental model similarity and accuracy', *Journal of Organizational Behaviour*, vol. 27, pp. 403–418, viewed 6 May 2007, <http://www-management.wharton.upenn.edu/klein/documents/Lim_Klein_Team_mental_models_2006.pdf>.
- Kuo, C 2004, 'Research on impacts of team leadership on team effectiveness', *Journal of American Academy of Business*, vol. 5, no 2, pp. 266–277, viewed 16 October 2007, <www.jaabc.com/journalv5n2preview.html>.
- Massachusetts Institute of Technology, 'Guide for creating teams: definition of team', viewed 20 October 2008, <<http://web.mit.edu/is/competency/guide/definitions.html>>.
- Mathieu, JE, Heffner, TS, Goodwin, GF, Salas, E and Cannon-Bowers, JA 2000, 'The influence of Shared Mental Models on team process and performance', *Journal of Applied Psychology*, vol. 85, no. 2, pp. 273-283.
- Mathrani, A., Viehland, D and Parsons, D 2005, 'Dynamics of Offshore Software Development Success: The Outsourcers' Perspective', viewed 14 August 2008, <<http://kmap2005.vuw.ac.nz/papers/Dynamics%20of%20Offshore%20Software%20Development%20success.pdf>>.
- Ochani, Manju, Chowdhury, Sanjib, Ponthieu, Louis 2002, 'Demographic characteristics to consider for teaming up an effective high-tech entrepreneurial firm: some empirical evidence', *Journal of Business and Entrepreneurship*, viewed 4 July 2008, <http://findarticles.com/p/articles/mi_qa5424/is_200203/ai_n21315570>.
- O'Reilly, CA, Williams, KY and Barsade, S 1998, 'Group demography and innovation: Does diversity help?', *Research on Managing in Groups and Teams*, vol. 1, pp. 183-207.
- Rouse, WB and Morris, NM 1986, 'On looking into the black box: Prospects and limits in the search for mental models', *Psychological Bulletin*, vol. 100, pp. 349–363.
- Rising Demand: The increasing demand for IT workers spells a challenging opportunity for the IT industry 2007, Sri Lanka Information and Communication Technology Association, viewed 19 August 2008, <<http://www.icta.lk/Insidepages/downloadDocs/ICTWorkforcSurvey2007.pdf>>.
- Sahay, S, Nicholson, B and Krishna, S 2003, *Global IT Outsourcing - Software Development across Borders*, Cambridge University Press, United Kingdom.

Sawyer, S, and Guinan, PJ 1998, *Software development: Processes and performance*, IBM Research, viewed 17 August 2008, <<http://www.research.ibm.com/journal/sj/374/sawyer.txt>>.

Sekaran U 2006, *Research Methods for Business A Skill-Building Approach*, 4th edition, John Wiley & Sons, Singapore.

Singh, AK and Muncherji, N 2007, 'Team effectiveness and its measurement: a framework', *Global Business Review*, vol. 8, no 1, pp. 119-133, viewed 10 October 2007, <<http://gbr.sagepub.com/cgi/reprint/8/1/119>>.

Stout, RJ, Cannon-Bowers, JA and Salas, E 1996, 'The role of Shared Mental Models in developing team situational awareness: Implications for training', *Training Research Journal*, vol. 2, pp. 86-116.

Software Development and Outsourcing Terms and Definitions 2006, viewed 3 August 2008, <<http://www.meranetworks.com/fundamentals/glossary.php>>.

The Basics of Team Building, n.d., viewed 25 October 2007, <www.teamtechnology.co.uk/tt/t-articl/tb-basic.htm>.

The Irish Software Engineering Research Center 2008, *Globally Distributed Software Development 2008*, viewed 17 October 2008, <<http://www.lero.ie/research/researchareas/globallydistributedSoftwaredevelopment.html>>.

Webber, SS, Chen, G, Payne, SC, Marsh, SM and Zaccaro, SJ, 2000, 'Enhancing team mental model measurement with performance appraisal practices', *Organizational Research Methods*, vol. 3, no. 4, pp 307–322, viewed 10 October 2008, <<http://orm.sagepub.com/cgi/content/abstract/3/4/307>>.

Williams, KY and O'Reilly, CA. 1998, 'Demographic and diversity in organizations: A review of 40 years of research', *Research in Organizational Behavior* vol. 20, pp. 77-140.