

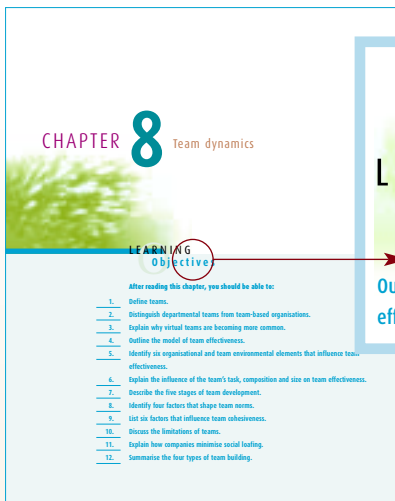
# HOW TO USE THIS BOOK

*Organisational Behaviour on the Pacific Rim* is a pedagogically rich learning resource. **How to use this book** will show you how to fully utilise your text and study package. Getting the most out of your text will help you do better in your organisational behaviour studies.

## CHAPTER OPENER

### Learning objectives

Every chapter opens with a showcase of the chapter's learning objectives. These tell you what you should be able to do after you have finished reading that chapter. Each learning objective is repeated in the margin of the main text, where the material is covered. See example shown here on page 258.



### Opening stories

These brief introductory vignettes launch each chapter topic. They provide an interesting and meaningful context for the concepts that you are about to explore. They also include a web link to the organisation being profiled. See example shown here on page 183.



Search for more on creativity and team decision making on PowerWeb, available at the Online Learning Centre at [www.mhhe.com/au/mcshane](http://www.mhhe.com/au/mcshane).

### PowerWeb

PowerWeb links you to an endless online bank of over 6000 journals and up-to-the-minute popular media resources so that you can search for more case studies and articles on organisational behaviour (OB). PowerWeb is accessible from the Online Learning Centre that accompanies this book. Access to PowerWeb may be packaged with your text, or purchased independently. Ask your bookshop for more information. See example shown here on page 334.



## END OF CHAPTER

### Chapter SUMMARY

#### Max your Marks!

Thirty interactive questions on conflict and negotiation await you at the Online Learning Centre at [www.mhhe.com/au/mcshane](http://www.mhhe.com/au/mcshane). (For access to MaxMark, please refer to the front of this text.)

- Conflict is the process in which or negatively affected by conflict. These sources conflict emotions. This towards the other side.
- When conflict is task- separate from them. DI socioemotional conflict conflict process often es to socioemotional confil
- Conflict management consequences of conflict because it makes peopl team cohesiveness whe conflict are that it may intergroup conflict may
- Conflict tends to incre beliefs, interdependent nating with each oth because of greater differ



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## Chapter summary + MaxMark

The chapter summary is presented in dot point form for easy reading and understanding. These key points relate directly to the chapter objectives. After reading each chapter summary, get ahead of the class with MaxMark—a self-paced, online self-assessment tool that contains approximately 30 interactive questions per chapter. MaxMark may be packaged with your text or purchased independently. Ask your bookshop for more information. See example shown here on page 454.

## Key term checklist

This is a complete summary of the key terms used and defined in the chapter. Use this list to make sure that you have a grasp of all of the key concepts in the chapter you have just studied before moving on to the next chapter. See example shown here on page 524.

Key TERMS	
	Affiliate networks
	Centralisation
	Divisional structure
	Formalisation
	Functional structure

## Discussion questions

These short answer discussion questions give you an opportunity to think about and discuss different situations directly related to the chapter you've just read. See example shown here on page 524.

### Discussion QUESTIONS

1. Why are organisations m
2. Wallongga Technologies, one product is sold exclu expectations and needs marketing, product desi because, until recently, e products. However, se Wallongga designs and n products. Which form of

## End-of-chapter cases

It is vital for you to use the theory that you learn to explain new situations. These extended cases will provide you with a complete workplace scenario and challenge you to diagnose specific issues and answer up to three discussion questions. See example shown here on page 135.

### CASE STUDY

#### Heading for the Big Apple

*By Peter Ripstein, University of Cape Town, South Africa*

It has been three months since John Coatsworth set his foot in the city and reflected on his great success. On his desk, fresh out of his suitcase, was confirmation that he was being transferred to the US to head office in New York.

John had been sure that this assignment, as vice-president of marketing for a new product division, would be the ticket to his promotion to the executive management team. He had been sure that with 20 years and two children, from April 15 and May 15, he would be happy to accept it. It is a dream come true.

John had been selected because he seemed to have all the attributes that would enable him to work well abroad.

He was well versed in the local laws and regulations. His perspective on business was not too different from that of the 'big game' which waiting ahead. Others expected working with him and his employees to be a breeze because of the individual nature of the division work that required to him.

He had developed a reputation as a visionary of people and a manager who listened to change and encouraged it work and to life. He particularly enjoyed participating in the global business scene and had worked for 15 years in a variety of countries.

He had a track record of developing a world-class team. His employees had high morale and great commitment. They had enjoyed him for his human perspective. They had been given the opportunity to grow, learn, and to have it.

He remembered how he had received letters of appreciation from his employees. They had been given the opportunity to grow, learn, and to have it.

He was confident that he had been selected for his great leadership and that he would be successful in his new role.

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## OB insight: Business Week

What OB issues are appearing in the international media? These *Business Week* cases (one per chapter) summarise a globally relevant OB story surrounding such topics as economic recessions and dot coms, and include critical thinking questions for class discussion. Links to the full *Business Week* articles (on the *Business Week* web site) are available at the Online Learning Centre that accompanies this book. See example shown here on page 424.

### OB INSIGHT: BUSINESS WEEK

#### INSIDE FEATURE

In its early days as a search engine and Web portal, Yahoo was a darling of venture capitalists and investors alike. Though hailed the greatest of the computer 'big names', Douglas Kopp, Jeffrey Marder and Jerry Yang. However, the new players began to look gloomy in 2000. Following a conflict management discussion, Yahoo's political forces, managers and board members began to shift the balance of power in the name of saving the company.

The *Business Week* article describes the political behaviour that has recently taken place at Yahoo. It details the activities behind the scenes of a CEO, Jerry Yang, and how he plans to take charge. Read through this *Business Week* case study and prepare for the discussion questions below.

#### Discussion questions

1. What sources of power can you identify for Douglas Kopp, Jeffrey Marder and Jerry Yang? What sources of power changed during the time described by the article?
2. What political objectives would Jerry Yang need to have been achieving the CEO? What kind of resources in the article, what types of political activity would Jerry Yang need to have to achieve his objectives?

Source: Steve Dign, "Yahoo's Yahoo", *Business Week*, 21 May 2001.



See the full article at [www.businessweek.com](http://www.businessweek.com)

