

BIBLIOGRAPHY

1. Ackerman, L. S., 1982, Transition Management: An In-dept Look At Managing Complex Change, "*Organisational Dynamics*", Summer, pp. 46-66.
2. Amason, A. C., Thompson, K. R., Hochwater, W. A., Harrison, A. W., 1995, "Conflict: An Important Dimension In Successful Management Teams, " *Organisational Dynamics*, 24, Vol 1, pp. 20-34.
3. Appelbaum, Steven H., Abdallah Chahrazad & Shapiro Barbara T., 1999, *The Self-Directed Team A Conflict Resolution Analysis*, Team Performance Management, Vol 5, Number 2, pp. 60-77.
4. Argyris, C. 1953, Human Problems With Budgets, *Harvard Business Review* 31, January – February pp. 97-110.
5. Argyris, C. 1973, Personality and Organisation Theory Revisited, *Administrative Science Quarterly* 18, pp. 141-167.
6. Argyris, C. 1990, *Overcoming Organisational Defenses*, Allyn & Bacon, Boston.
7. Baack, D & Wisdom B. L., 1995, *Organisational Behaviour. Creating Quality and Value In The Workplace*, Dame Publication, Houston.
8. Baron, R. A. 1985. Reducing organizational conflict: The role of attributions. *Journal of Applied Psychology*, 70, pp. 434-441.
9. Baron A. Robert & Greenberg Jerald, 1990, *Behavior In Organisations : Understanding and Managing the Human Side of Work*, 3rd Edn, Allyn and Bacon, Boston.
10. Bass, B. M. & Vaughan J. A , 1990, *Training In Industry: The Management of Learning*, Wadsworth, Belmont, CA.
11. Beckhard Richard, 1967, "*The Confrontation Meeting*," *Harvard Business Review*, March – April 45, pp. 149-155.
12. Bedeian A. G. & Zammuto R. F., 1991, *Organisations: Theory and Design*, Dryen, Hinsdale.

13. Bell Cecil, Jr & Rosenzweig James, 1978, " Highlights of an Organisation Improvement Program in a City Government, ", in W. L. French, C. H. Bell, Jr. and R. A. Zawacki, *Organisation Development*, Business Publication.
14. Bennis, W., 1989, *Why Leaders Cannot Lead?*, Jossey-Bass, San Francisco, CA.
15. Berndt, T. J., & Keefe, K., 1992. Friends' Influence on Adolescents' Perceptions of Themselves At School. In D. H. Schunk & J. L. Meece Eds., *Student perceptions in the classroom*, pp. 51-73.
16. Blome, A. C., 1983, *Conflict: Friend Or Foe?*, Interface, pp. 4-5.
17. Boardman, S. K., & Horowitz, S. V., 1994. Constructive Conflict Management and Social problems: An introduction. *Journal of Social Issues*, 501, pp. 1-12.
18. Bonabeau, Eric, 2002, *Predicting The Unpredictable*, Harvard Business Review, March, pp. 109-116.
19. Birchfield, 2000, Creating Charismatic Leaders, *World Magazine Bank*, Jun 2000, Vol 47, Issue 5.
20. Braithwaite, R. B., 2000, *Scientific Explanation*, Cambridge University Press, London.
21. Burke, W. W. 1982, *Organisational Development: Principles and Practice*, Little Brown, Boston.
22. Burke, W., 1994, *Diagnostic Models for Organisational Development*, Ann Howard, *Diagnosis for Organisational Change*, Guildford Press, New York, NY.
23. Calabrese, R Kirk., 2000, "International Conflict And Sarcasm In The Workplace," *Genetic, Social and General Psychology Monographs*, 126 Vol 4, November, pp. 459-494.
24. Champoux E. Joseph, 2000, *Organisational Behaviour Essential Tenets for A New Millennium*, South-Western College Publishing.
25. Chu Wenyi & Chuang Cheng-Min, 1999, "Decision-Making Autonomy and Divisional Effectiveness in Multibusiness Firms: From Contingency Perspective to Cultural Control Perspective," *Asia Pacific Management Review*, Vol 4, pp. 345-356.

26. Cohen, Allan R., Fink Stephen L., Godon Herman, Willits Robin D., & Josefowitz Natasha, 1992, *Effective Behavior in Organisation*, 5th Edn, Irwin.
27. Combs, A. W. & Snygg D., 1959, *Individual Behaviour*, Harper & Row, New York.
28. Conger & Kanungo, 1998, *Promoting Altruism As Corporate Goal*.
29. Cornelius, H., Faire, S., 1989, *Everyone Can Win*, Simon & Schiuster, Sydney, NSW.
30. Covey, S. R., 1989, *The Seven Habits Of Highly Effective People*, Simon & Schuster, New York.
31. Cummings, Thomas G. & Worley Christopher G., 2001, *Organisation Development & Change*. 7th Edn. South-Western College Publishing, United State.
32. Cyert, R. M., & March J. G, 1963, *A Behavioural Theory of The Firm*, Englewood Cliffs, Prentice-Hall, New Jersey.
33. Darling, J. R 1991, "Improving Communications In Organisational Leadership: Effective Use of Social Style Model", *Journal of Psychology* 28, Vol 2, pp. 1-14.
34. Darling, John R., & Fogliasso Christine E., 1999, *Conflict Management Across Cultural Boundaries: A Case Analysis From A Multinational Bank*, *European Business Review* Vol 99, Number 6, pp. 383-392.
35. Day. D. Jonathan, 2001, *Organising For Growth*, The Mckinsey Quarterly, November 2001.
36. DeGreene, K.B., 1982, *The Adaptive Organisation: Anticipation and Management of Crisis*, John Wiley & Sons, New York.
37. Delbridge, R. & Kirkpatrick, I., 1994, "Theory and Practice of Participant Observation," in Wass, V. and Wells, P. Eds, *Principles and Practice in Business Management Research*, Aldershot, Dartmouth, pp. 35-62.
38. Deutsch, M., 1994, Constructive Conflict Resolution: Principles, Training, and Research. *Journal of Social Issues*, 50, pp. 13-32.
39. Drucker, P, 1999, "Managing Oneself", *Harvard Business Review*, pp. 65-74.

40. Dyer William G., 1977, *Team Building: Issues and Alternatives*, Addition-Wesley.
41. Eason, K. D., 1984, "The Process of Introducing Information Technology," In Paton, R. *et al* Eds *Organisation: Cases Issues and Concepts*. Harper & Row, New York.
42. Edwards Catherine & Walton Graham, 2000, *Change and Conflict In The Academic Library*, Library Management, Vol 21, Number 2000, pp 35-41.
43. Emory , C. William & Cooper Donald R, 1991, *Business Research Methods*, 5th Edn, Irwin, Sydney, Australia.
44. Esquivel A. Michael & Kleiner Brian H., 1996, *The Importance of Conflict In Work Team Effectiveness*, Empowerment In Organisations, Vol 4, Number 4, pp 10-15.
45. Evert Gummesson, 1991, *Qualitative Methods In Management Research*, Revised Edn, Sage Publications, Inc.
46. Fodor, E. M., 1976, "Group Stress, Authoritarian Styles of Control and Use of Power," *Journal of Applied Psychology*, 61.pp. 313-318.
47. French Wendell L. & Bell Cecil H., Jr., 1984, *Organisation Development*, 3rd Edn, Prentice Hall.
48. Friedman M. & Rosenman R., 1994, "The Contribution of Personality Traits, Negative Affectivity, Locus Of Control and Type A to the Subsequent Reports of Job Stressors and Job Strains", *Journal of Occupational and Organisational Psychology*. 67, pp. 1 –11.
49. Gill, J. & Johnson, P., 1991, *Research Methods for Managers*, Paul Chapman, London.
50. Gilsdorf, J.W., 1998, "Organisational Rules On Communicating: How Employees Are And Are Not Learning The Ropes", *The Journal of Business Communication*, 35, 2, pp. 173-201.
51. Glasser, W., 1975, *Reality Therapy*, Harper, New York.
52. Gray Jerry L. & Starke Frederick A., 1980, *Organisational Behaviour Concepts and Application*, 2nd Edn, Charles E. Merrill Publishing Co., Columbus.

53. Graziano, W. G., Jensen-Campbell, L. A., & Hair, E. C. 1996. Perceiving Interpersonal Conflict and Reacting To It. The case for agreeableness. *Journal of Personality and Social Psychology*, 70, pp. 820-835.
54. Grunig, J., 1992, *Excellence in Public Relations and Communication Management*, Lawrence Erlbaum Associates, Hillsdale, NJ.
55. Handy, C., 1995, "Trust and the Virtual Organisation", *Harvard Business Review* 73 May – June, pp. 40-50.
56. Harder, Joseph W., 1992, "Play for Pay: Effects of Inequity in a Pay-for-Performance Context" *Administrative Science Quarterly*, 37 2, pp. 321-35.
57. Hargie, O.D.W. & Tourish, D., 1993, "Assessing The Effectiveness Of Communication In Organisations: The Communication Audit approach", *Health Services Management Research*, 6, 4, pp. 276-283.
58. Hellriegel Don & Slocum John W., Jr., 1979, *Organisational Behaviour*, 2nd Edn, West Publishing.
59. Herzberg Frederick, 1959, *The Motivation To Work*, John Wiley, New York.
60. Higgins, J. M., *The Management Challenge*, 2.
61. Homans, G., 1961, *The Human Group*, Harcourt Brace Jovanovich, New York.
62. House, R. J, 1971, "A Path-Goal Theory of Leadership Effectiveness," *Administrative Science Quarterly* 16, pp. 321-328.
63. House, R. J., 1996, Path-Goal Theory of Leadership: Lessons, Legacy and a Reformulated Theory," *The Leadership Quarterly* 7, pp. 323-352.
64. Howard, J. Wettstein 2000, "Theological Impressionism", *World Magazine*, Vol 49, Issue 2.
65. Howell, J. M., & Frost P.J., 1989, "A Laboratory Study of Charismatic Leadership," *Organisational Behavior and Human Decision Processes* 43, pp. 243-269.

66. Hutchison, S., Valentino K. E., & Kirkner S. L., 1998, "What Works for the Gender Does Not Work as Well for the Goose: The Effect of Leader Behaviour," *Journal of Applied Social Psychology* 28, pp. 171-182.
67. Jago, A.G., 1982, "Leadership : Perspectives in Theory and Research," *Management Science* 28.
68. James M. Henslin, 1999, *Sociology*. 4th Edn, Allyn and Bacon.
69. Jamieson & O'mara 2000, *Managing Workforce*.
70. Jankowicz. A. D., 1995, *Business Research Project for Students*, Chapman & Hall.
71. Johnson, D. W., & Johnson, R. T., 1996. *Conflict Resolution and Peer Mediation Programs in Elementary and Secondary Schools: A Review of The Research*. Review of Educational Research, Number 66, pp. 459-506.
72. Johnson, D. W., & Norem-Hebeisen, A. 1977. *Attitudes Toward Interdependence Among Persons And Psychological Health*. Psychological Reports, 40, pp. 843-850.
73. John R. Darling, Walker W. Earl, 2001, "Effective Conflict Management: Use of The Behavioural Style Model," *Leadership & Organisational Development Journal*, Vol 22, Number 5, pp. 230-242.
74. Jones R. Gareth, George, Jennifer M. & Hill Charles W. L, 2000. *Contemporary Management*, 2nd Edn, Irwin McGraw-Hill.
75. Kamaruddin Mazlan & Ismail Junaidah, 1999, *Looking Into Human Resource Needs in Mergers*, *New Strait Times, Appointment*, 27 March 1999.
76. Keller, R. T., 1992, "Transformational Leadership and the Performance Research and Development Project Groups," *Journal of Management* 18, pp 489-502.
77. Kervin, J. B., 1992, *Methods for Business Research*, HarperCollins, New York.
78. King, Granville III, 2000, "The Implications Of Differences In Cultural Attitudes And Styles Of Communication On Peer Reporting Behaviour," *Cross Cultural Management – An International Journal*, 7, 2, pp. 11-17.

79. Kirkpatrick S. A. & Locke E. A., 1991, *Leadership: Do Traits Matter?* Academy of Management Executive, pp. 48-60.
80. Kotler Philip, 2000, *Marketing Management*, The Millennium Edn, Prentice Hall.
81. Korzan, M. K., 1989, Cultural Influences On Styles of Handling Interpersonal Conflicts: Comparisons Among Jordanian, Turkish and US Managers, *Human Relation*, 42, pp. 789-799.
82. Kushnir M. T. & Melamed S., 1991, "Work-Load, Perceived Control and Psychological Distress in Type A/B Industrial Workers," *Journal of Organisational Behaviour*. 12, pp. 155-68.
83. Lawler III E. E. 1994, "From Job Based To Competency Based Organisations," *Journal of Organisational Behaviour* 15, pp. 3-15.
84. Lawrence, P. & Lorsch J. W., 1976, *Developing Organisations : Diagnoses and Action*, Mass Addison-Wesley Publishing.
85. Lee Monica, 1998, *Understandings of Conflict: A Cross-Cultural Investigation*, Personnel Review, Vol 27, Number 3, pp. 227-242
86. Lewin, K. , 1951, *Field Theory In Social Science*, Harper & Row, New York.
87. Likert R., 1961, *New Pattern of Management*, Mc Graw-Hill, New York.
88. Luthans Fred, 1998, *Organisational Behaviour*, 8th Edn, Irwin McGraw Hill, United State.
89. Luthans, F., Rosenkrantz, S. A & Hennssay, H. W 1985, "What Do Successful Managers Really Do ? An Observation study of Managerial Activities," *Journal of Applied Behavioural Science*, 21 pp. 255-270.
90. Lysonski & Gaidi W., 1991, "A cross-Cultural Comparison of The Ethics of Business Students," *Journal of Business Ethics* 10, pp. 141-150.
91. Marshall, C. & Rossman, G. B. ,1989, *Designing Qualitative Research*, Newbury Park, California, Sage.
92. Mayon-White, B., 1999, *Planning and Managing Change*, London : Paul Chapman.

93. McKenna Eugene, 1994, *Business Psychology & Organisational Behaviour. A Students' Handbook*, Lawrence Erlbaum Associates, Publishers.
94. McKenna Stephen, 1995, "The Business Impact of Management Attitudes Towards Dealing With Conflict – A Cross-Cultural Assessment," *Journal of Managerial Psychology*, Vol 10, No. 7, pp. 22-27.
95. McShane Steven L. & Von Glinow Mary Ann, 2000, *Organisational Behaviour*, Irwin, McGraw-Hill.
96. Mohd Yusof Omar, 2002, *Diagnosis and Resolution Model*, Unpublished Manuscript, University of Malaya.
97. Moorhead, G. & Griffin R. W. 1992, *Organisational Behaviour*, 3rd Edn, Boston: Houghton Mifflin.
98. Mullins, L. J., 1999, *Management and Organisation Behaviour*, 5th Edn, Financial Times, London.
99. Nelson, D. L & Quick, J. C, 1994, *Organisational Behaviour*, West Publishing, New York.
100. Nicholas, 1987, J. Porras & P. Robertson, "Organisation Development Theory: A Typology and Evaluation," *Research in Organisational Change and Development* 1, pp. 1-57.
101. Nurmi, R. W, & Darling, J. R, 1997, *International Management Leadership: The Primary Competitive Advantage*, International Business Press, New York.
102. Opatow, S., 1991. *Adolescent Peer Conflicts*. Education and Urban Society, 234, pp. 416-441
103. Paul Allen 2000, Conflict Management Programs Designed To Give Managers Mediators Tools. *Business Journal*, Vol 14, Issue 16, p. 4.
104. Peiser, W., & Peter, J., 2000. Third-Person Perception Of Television-Viewing Behaviour. *Journal of Communication*, 50, 1, pp 25-45.
105. Peiser, Wolfram, & Jochan Pete, 2001, "Explaining Individual Differences In Third-Person Perception," *Business Source Premier*, April 2001, Vol 28, Issue 2, pp. 156.

106. Pfeffer, J., 1981, *Power In Organisations*, Pitman Publishing, Marshfield, MA.
107. Pfeffer, J., 1992, *Managing With Power*, Harvard Business School Press, Boston.
108. Porters & Roberts, 2000, *Communication in Organisations*.
109. Prokesch. S, "Unleashing The Power of Learning: An Interview with British Petroleum's John Browne," Harvard Business Review September – October, pp. 147-167.
110. Pruitt, D. G., & Rubin, J. Z, 1986, *Social Conflict, Escalation, Stalemate and Settlement*, Random House, New York.
111. Quick J. C & Quick J. D, 1984, *Organisational Stress and Prevention Management*, McGraw-Hill, New York.
112. Rice F., 1994, "How to Make Diversity Pay," Fortune: 8 August 1994.
113. Robbin, S.P., 1974, *Managing Organisational Conflict*, Prentice-Hall, New York.
114. Robbins Stephen P., 2001, *Organisational Behaviour*, 9th Edn, Prentice Hall, New Jersey.
115. Robson, C., 1993, *Real World Research*, Oxford, Blackwell.
116. Rosenthal, R., 1988, Interpersonal Expectancies, Nonverbal Communication, and Research on Negotiation. *Negotiation Journal*, 7, pp. 267-279.
117. Rubin, J. Z., Kim, S. H., & Peretz, N.M., 1990. Expectancy Effects and Negotiation, *Journal of Social Issues*, 462, pp.125-139.
118. Ruin Eby Joseph, 2000, The Quality-Leader's Influence, *New Straits Time*, Appointment, 24 June 2000.
119. Saunders Mark, Lewis Philip & Thornhill Adrian, 1997, *Research Method for Business Students*, Pitman Publishing.
120. Schwarz, E. 1994, *A Trandisciplinary Model for Emergence, Self-Organisation and Evaluation of Viable Systems*, Presented at the International Information, Systems Architecture and Technology Conference, Technical University of Wroclaw, Szklaska Poreba, Poland.

121. Scott.W, J. Farh, & Podsakoff P., 1998, "*The Effect of Intrinsic and Extrinsic Reinforcement Contingencies on Task Behaviour*," *Organisational Behaviour and Human Decision Processes* 41, pp. 402-405.
122. Slocum, D. Hellriegel & Woodman, J. W. Jr, R. W., 1995, *Organisational Behaviour*, 7th Edn, West Publishing, New York.
123. Snodgrass, Laura L. & Harrings Kathleen E., 2000, *Intensity Affects the Preconscious Processing of Emotionally Toned Words in College Students.*, *Current Psychology*, Vol 19, Issue 3, pp. 249.
124. Stacey, R., 1993, *Strategic Management and Organisational Dynamics*, Pitman, London.
125. Stewart T. 1994, "*Rate Your Readiness For Change*," *Fortune*: 7 February 1994.
126. Stogdill, R. M., 1959, *Individual Behavior and Group Achievement*, Oxford University Press, New York.
127. Stogdill, R. M., 1974, *Handbook of Leadership*, Free Press, New York.
128. Stogdill, R. M., 1948, Personal Factors Associated With Leadership: A Review of Literature, *Journal of Psychology* 25, pp. 35-71.
129. Tang, S.F.Y & Kirkbridge B, P. S, 1986, Developing Conflict Management In Hong Kong : An Analysis of Some Cross-Cultural Implication. *Management Education and Development*, 17, pp. 287-301.
130. Terence R. Mitchell & Larson James R., 1987, *People in Organisations, An Introduction to Organisational Behaviour*, 3rd Edn, McGraw-Hill International Edn.
131. Tezer Esin, 1999, *The Functionality of Conflict Behaviours and The Popularity of Those Who Engage in Them*, Unpublished doctoral dissertation, Hacettepe University, Ankara, Turkey.
132. Theodore T. Herbert, 1981, *Organisational Behaviour: Readings and Cases*, 2nd Edn, Macmillan Publishing Co., Inc.
133. Thomas, K. W., & Kilmann, R. H., 1974, *The Thomas-Kilmann Conflict Mode Instrument*, Xicom, Tuxedo, New York.

134. Thomas, K. W. ,1976, Conflict and Conflict Management, In M. Dunnette Ed., *Handbook of Industrial and Organisational Psychology*, Skokie, IL; Rand McNally.
135. Thomas, K. W., & Schmidt, W. H. 1976, A Survey of Managerial Interests With Respect to Conflict, *Academy of Management Journal*, 10, pp. 315-318.
136. Thomas, K.W., 1977, Toward Multi-Dimensional Values In Teaching: The Example of Conflict Behaviours," *Academy of Management Review* 2 July, pp. 484-490.
137. Thomas, K. W., 1989, Conflict and Negotiation Processes In Organisations. In M. D. Dunnette Ed., *Handbook of Organisational Psychology*. 2nd Edn. Palo Alto, Consulting Psychologist Press, CA.
138. Thompson, J.D, 1967, *Organisation In Action*, McGraw-Hill, New York.
139. Thompson, P. & McHugh, D., 1990, *Work Organisations : A Critical Introduction*," Basingstoke, UK: Macmillan.
140. Tillett, G. 1992, *Resolving Conflict: A Practical Approach*, Oxford University Press, Melbourne
141. Trompenaars, A., 1994, *Riding The Waves of Culture*, Economist Books, London.
142. Van Der Vegt, & Janssen Garben, 2001, "The Joint Effects Of Psychological Diversity And Interdependence On Individual Performance," Business Source Premier, Management Proceedings, 2001.
143. Venkatraman & Henderson, "Real Strategies for Virtual Organizing."
144. Wallace, Marc J., Jr., 1987, "Strategic Uses of Compensation: Key Questions Managers Should Ask," Topics in Total Compensation, 2, pp. 167-83.
145. Walter Isard & Smith Christine, 1982, *Conflict Analysis and Practical Conflict Management Procedures*, Ballinger Publishing Company.
146. Walton, R., 1976, *Interpersonal Peacemaking : Confrontations and Thrid-Party Consultations*, Dunnette, M. D. Handbook of Industrial and Organisational Psychology, Rand-McNally, Chicago, IL.

147. Wann-Yih, Tung Hui-Eng & Jiang Jeng-Sin, 2000, "Interrelationships Between Top Management Team, Organisational Learning and Innovation: A Validation of Manufacturing Firms in Taiwan," *Asia Pacific Management Conference*, pp. 139-148.
148. Warfield Hal 2001, *The Art of Communication* 2001. Available from <http://www.selfgrowth.com/articles>. Internet; Accessed May 30, 2002.
149. Warner. K, T., Wolfe Wickizer, R., J. Schildroth, & Samuelson M., 1988, Economic Implications of the Workplace Health Promotion Programs: Review of the Literature, *Journal of Occupational Medicine* 30, pp. 106-112.
150. Westley, F. & Mintzberg, H., 1989, Visionary Leadership and Strategic Management, *Strategic Management Journal* 10, pp. 17-32.
151. Yeoh Michael, 1995, *Vision and Leadership, Values and Strategies Towards Vision 2030*, Pelanduk Publishing.
152. Yolles Maurice, 1999, *Management Systems, A Viable Approach*, Financial Times Pitman Publishing, London.
153. Zaccaro, R. J. Foti, & Kenny D. A., 1991, "Self-Monitoring and Trait-Based Variance in Leadership: An Investigation of Group Situations," *Journal of Applied Psychology* 76, pp. 308-315.
154. Zenger, Todd R., 1992, "Why Do Employers Only Reward Extreme Performance? Examining the Relationship Among Performance, Pay and Turnover," *Administrative Science Quarterly*, 37 2, pp. 198-219.
155. Zhang, Q., 1994. An Intervention Model of Constructive Conflict Resolution and Cooperative Learning. *Journal of Social, Issues*, 50, pp. 99-116.
156. Zikmund William G. 2000, *Business Research Method*, The Dryen Press.