Foreword

Vivid stories, student engagement, and real-world challenges, along with exceptional faculty and curriculum are absolute musts for learning management and business. For 20 years, I have written, co-written, collected hundreds of cases, and published 63 of them in 3 casebooks, yet I was only able to find a few cases about management and organizations in the Arab context.

Grace and Maria Khoury have addressed a critical need by collecting and editing 19 cases that speak to the unique social and ethical perspectives of this cultural and geographic region. The cases are not the typical leadership dilemma stories popular in the organizational behavior and management disciplines of the Western world, such as those published by the North American Case Research Journal or Harvard Publishers. Instead, the two editors and the publisher, IGI Global, requested that the case writers take a unique approach by combining story with theoretical analysis in one case write-up. As such, in addition to describing real-world challenges and opportunities, the authors provide students with relevant academic literature, which directs their attention to the related theoretical and conceptual frameworks. This framework helps students to critically analyze the merits of Western-based concepts and to build uniquely Arab-based understandings of management and business practice.

In my newest book, International Cases in Management and Organizational Behavior, I argue that we need situations written from the perspective of the decision maker and the citizens of the country in which the case occurs. This viewpoint allows students to analyze the events that unfold from two cultures: from the perspective of his or her own country and from the culture of the protagonist in the story. Several cases in the book demonstrate how personalized and paternalistic leadership styles are the accepted norm in the Arab world. Management practice is fraught with dilemmas and the cultural context informs us of the appropriate legal and ethical approach. For example, in one unusual case, a Middle Eastern woman was subsequently fired after reporting that she was being sexually harassed, a taboo subject in Arab culture. Firing a harassed worker would be unheard of in the Western world. With the addition of relevant literature at the end of each case in
this book, students can examine and discuss management theory and practice with new eyes and develop effective management and human resource practices that fit the paradigms of the Arab world.

Not only are the cases in *Cases on Management and Organizational Behavior in an Arab Context* useful for Arab students, but they are useful for all students of management regardless of the geopolitical region that informs their point of view. With Western publishers moving away from casebooks to individual cases, requiring professors to spend hours sorting out cases to use in the classroom, this book comes along and provides a consistent framework and overarching themes. It frees professors to plan outstanding curriculum while incorporating engaging activities through case study. I congratulate Dr. Grace Khoury for her ability to inspire case writers in Arab countries to share their stories with her, and I commend her sister-in-law, Dr. Maria Khoury, for editing the English version. This is a valuable addition to Arab and Western classrooms, which will benefit both student and professor.

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**Teri Tompkins** teaches in the Executive MBA and fully employed MBA programs as professor at Pepperdine University’s Graziadio School of Business and Management. In research, she searches for new applications of behavioral science for innovative performance in leadership, teambuilding, and organizations in the workplace. She was awarded Pepperdine’s Julian Virtue Award to study the impact of authenticity in learning and leadership. She has consulted and conducted research in numerous organizations and brings a unique perspective to her faculty duties, having managed diverse functions such as marketing, human resources, strategy, and operations in the corporate, small business, and not-for-profit markets. She is regularly invited to organizations as a keynote speaker or as an executive coach facilitating individual and organizational learning. She is the author of six textbooks and teaching manuals. She has served twice as the president of Western Casewriters Association, which is affiliated with the North American Case Research Association (NACRA).