The field of organizational behavior is distinctive. It is based on scientific research to study the human side of the organization and understand individual, group, and organizational processes for the purpose of making organizations pleasant to work at and highly productive. Diverse research is required on how organizational behavior differs in various nations and contexts. This may lead to revising the field’s underlying theories and practices. The Arab world has been experiencing radical changes in the various political, economic, technological, social/cultural, and environmental aspects. Consequently, in this context, work organizations are considered far more vulnerable than ever before. New management and organizational behavior phenomena are emerging and clearly shaping managerial practice in the Arab world.

*Cases on Management and Organizational Behavior in an Arab Context* provides both positive and negative examples of Arab management practical experiences in real organizations. The examples highlight the behavior of the individuals and teams that work within organizations, while referring to research and theory of management and organizational behavior. The goal was to collect nineteen intermediate to long management and organizational behavior case studies in a book to fill an existing gap for such format and content. Many Arab universities and executive training institutions depend on teaching Western case studies that are written in different contexts and contain cultural values and other ethical and organizational issues usually relevant to Western organizations. This is a unique casebook in the management discipline that is based within an Arab context. It highlights the impact of culture and context on the practice of management in Arab countries.

Thirty-three authors and co-authors have participated in this unique collection including twelve professors teaching in different Western and Arab countries and eight teaching in the business administration and the MBA program of Birzeit University in Palestine. The diverse cases are based on the work experiences of MBA students and consultations of professors in at least five Arab countries. The idea of gathering the cases in one publication came after the enrollment of eleven case authors in the MBA organizational behavior class taught by Dr. Grace Khoury
over the past few years at Birzeit University. Later on, five of them became full- or part-time faculty members at Birzeit University or other Palestinian universities and felt the need for publishing cases related to the Arab context.

The book attempted to tackle several management and organizational behavior critical topics at the individual, group, and organizational levels. Most case studies cross-reference among the various management topics as each case deals with a multitude of issues. The cases represent real life management situations in which the authors have been in direct contact with people and organizations. In most cases, the authors tried to protect the identity of organizations and case characters. The organizational setting included small and large organizations, privately held, governmental, and not-for-profit organizations. Cases covered a wide range of sectors such as family business, manufacturing, service, higher education, software industry, investment, telecommunication, banking, auditing, insurance, trading, and development.

The cases are especially useful for training students of international business in other countries and western executives seeking employment opportunities in the Arab world. All cases can be used for classroom discussion and individual or group analysis based on theories and concepts explained in management, human resource management, organizational behavior, and strategic management courses. This book is a perfect reference for a number of courses and provides nineteen genuine organizational challenges that can be used at a bachelor and MBA levels, or at professional development and executive education programs. Case teaching notes were developed with questions and answers, epilogue and lessons learned, and additional references, which makes it easier for inexperienced or busy professors to adopt the case method in teaching.

For each case, an attempt was made to review relevant management and organizational behavior literature and bring the specific material to life through describing actual events and practices. All cases were situated in the relevant academic literature to expand students’ knowledge of the course content and direct students to the theoretical and conceptual frameworks related to the practical dilemmas or problems highlighted in the cases. Although this was an unusual style for most case authors who are used to the storytelling type of cases, the authors tried their best and succeeded in meeting the publisher’s guidelines and unique format. In writing the cases, a similar structured format was adopted starting with an executive summary, organizational background, setting the stage, case description, current challenges facing the organization, solutions, and recommendations and references. Some authors preferred to add a conclusion part for their cases as well. All cases require deep thinking and analysis and are considered challenging during class discussions.

The issues discussed in the cases are related to individual differences, personality and management styles, perceptual bias and stereotyping, emotions and attitudes,
workplace bullying, stress, motivation, teamwork and group dynamics, cross-cultural communication, decision making, conflict, power and politics, ethics, sexual harassment, culture, change management, restructuring and downsizing, leadership, and succession planning in family business. Other new, significant, and diverse management-related topics are highlighted such as corporate social responsibility, corporate governance, strategic planning, risk management, project management, and human resource management issues. *Cases on Management and Organizational Behavior in an Arab Context* is divided into three sections. Section 1 includes six introductory management cases that discuss the dynamic nature of organizations and the need of the organizations to respond to changing expectations. Section 2 includes five cases related to individual and group dynamics in the organization. The last section includes eight cases that emphasize influence and organizational processes. The following is a short description of each of the three sections of this book highlighting the importance of each case.

**SECTION 1: INTRODUCTORY MANAGEMENT CASES: DYNAMIC NATURE OF ORGANIZATIONS AND RESPONDING TO CHANGING EXPECTATIONS**

The six cases included in this section highlight the significance of adapting to the context and responding to the demands of the various stakeholder groups of the organization. The issues discussed are related to human resource management practices, talent management, corporate governance, corporate social responsibility, and strategic planning.

**Case 1:** “Universal HRM and The Gulf Leadership Style: The Perils of Best Practice” shows how selecting and adopting universal human resource management practices may not be the perfect choices for managing employees in different cultures and contexts and under diverse leadership styles.

**Case 2:** “MALAK Technologies Ltd.: A Case of Employee Retention and Talent Management” illustrates how the lack of retention strategies in a leading Palestinian ICT vendor were leading to the loss of indispensable IT engineers. Retention strategies in IT organizations might need to be reshaped to accommodate employees’ expectations.

**Case 3:** “Encountering Strategic Management and Corporate Governance Issues within a Turbulent Environment: Hayat Insurance Company” describes the incidents that made Hayat Insurance Company (HIC) vulnerable and unable to choose the right strategies to cope with external threats, such as rising competition and developing regulations during the 1990s. With government interventions, the situation deteriorated, and HIC was dissolved.
Case 4: “Proactive Corporate Social Responsibility (CSR) Strategies: The Case of PADICO Holding” exemplifies innovative approaches to resolving socio-economic challenges and their implications on CSR practices. PADICO’s partnering strategies serve as a case in point of the shift in CSR focus from building reputation and engaging in philanthropic activities to proactively engaging in issues of education and competitiveness.

Case 5: “Leadership Consciousness to CSR: Royal Industrial Trading Co.” highlights the adoption of CSR as a long-term strategy in a manufacturing family business located within a highly volatile country in the Arab world where awareness to CSR is not prevailing; however, leadership of the company felt the need to respond to universal demands.

Case 6: “Management Response to Improve the Educational Performance of Engineering Students: The Case of the Lebanese International University” demonstrates how the Lebanese International University (LIU) faced serious challenges to empower students to be culturally engaged and achieve innovative outcomes. In response to its rapid growth, a number of managerial techniques were applied to improve the quality of engineering education.

SECTION 2: INDIVIDUAL AND GROUP DYNAMICS IN THE ORGANIZATION

The five cases of Section 2 demonstrate various organizational behavior issues at individual and group levels related to sexual harassment at the workplace and its effect on employees’ motivation, interpersonal conflict, and workplace bullying, workplace stress, cross-cultural communication, team dynamics, and development and decision making.

Case 7: “Can Women Say ‘No’ to Sexual Harassment in the Workplace?” highlights the impact of sexual harassment on employees’ attitudes and behaviors. The case shows how organizations may handle such cases in a way that may penalize the harassed. Although Delta company was made aware of the sexual harassment the employee was facing, top management insisted on firing the victim.

Case 8: “Under Pressure: The Role of the External Context in Creating Internal Tensions – A Case Study of a Palestinian University” examines interpersonal conflict and workplace envy as a result of differing management and leadership styles that are affected by the external context of the university. Accordingly, external context plays a major role in creating internal tensions and having improper reactive human resource management practices.
Case 9: “Communication, Culture, and Discord: A Case Study of Avoidable Leadership Failure in a European-Palestinian NGO” highlights processes of cross-cultural communication between local and non-local employees of an NGO, the mismanagement of which appears to have led to conflict and a breakdown of relationships such that the achievement of the NGO’s mission became threatened.

Case 10: “Teamwork in the Palestinian IT Industry: The Importance of Context, Cohesiveness, and Commitment” illustrates the importance of making sure that the type of team formed in an organization is appropriate to the context and culture of the organization, to the significance of management, commitment to ensure team cohesiveness, and effective team development process.

Case 11: “Risk Management Decisions and Organizational Structure in the Case of a Development Management Firm: Millennium Development International” promotes the adoption of a reactive risk management approach instead of the traditional approach due to the high level of risk associated with the context of large-scale development projects. This permits engaging key decision makers and defining milestones to assess risks and make proper decisions.

SECTION 3: INFLUENCE AND ORGANIZATIONAL

The eight cases of Section 3 emphasize influence and organizational behavior issues at an organizational level. This includes power use, leadership styles, succession planning in family business, downsizing, and restructuring organizations and change management.

Case 12: “The Case of the National Capital Market Authority: A Struggle of Power in the IT Directorate” tackles power struggle and politics in the IT directorate of NCMA as a result of hiring and promoting practices based on personal relations. This led to organizational setbacks and business operation disruptions during a critical period of organizational restructuring and growth.

Case 13: “A Case of Leadership Styles: The New Boss” illustrates a comparison of two contradicting leadership styles and their impact on employees’ performance and satisfaction in a local auditing office associated with an international auditing firm. Employees express their perceptions after a change of office leadership.

Case 14: “Who Will Be Next? The Challenge of Family Business Planning” explores how, after eighteen years of its inception, Taybeh Brewing Company (TBC) is experiencing the challenge of preparing for effective succession planning in a growing family business located in an adverse environment. A number of alternatives are explored to maintain company’s success.
Case 15: “Downsizing at Paltel: Take It and Leave It” exemplifies the degree to which Paltel was successful in managing stakeholder relationships while considering the impact of the downsizing decision on employees. This played a major role in how the downsizing process was planned and managed to succeed in achieving its restructuring goals.

Case 16: “Downsizing and the Organizational Performance: A Case Study from Stakeholders’ Perspectives” demonstrates the reasons behind the downsizing decision taken at EDU-X, a leading educational center in Palestine. Although the decision had undesirable effects on employees, it was perceived by management and those survived as inevitable to improve organizational performance.

Case 17: “Company Restructuring as Part of a Comprehensive Change Plan during Periods of Transition in Leadership: The Case of Al Quds Pharmaceuticals Company” analyzes the role of new leadership and the methodology used by Al Quds company’s top management in planning, communicating, and implementing an incremental and proactive planned change.

Case 18: “The Royal Credit Bank Strategy and Transformation Program: The Gulf Management Strategic Planning” highlights the impact of implementing an unplanned radical change in an old-fashioned banking environment where the major issue was to make the solution work given the challenges faced by the leadership team.

Case 19: “Reality of Change” describes the challenges faced by Vision University when it decided to introduce a new human resource management information system to improve organizational operations. It illustrates causes of resistance and possible strategies to minimize its negative impact.

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