

## Documents

Khoury, G., McNally, B.

**Under pressure: The role of the external context in creating internal tensions - a case study of a Palestinian University**  
(2015) *Cases on Management and Organizational Behavior in an Arab Context*, pp. 128-145.

### Abstract

The aim of this case is to explore the influence of the external context on the internal setting in a Palestinian academic institution. Specifically, the case examines the role of context on the development of human resource policies and practices, the consequence of differing leadership and management styles, and the resultant interpersonal conflict that occurs. Informed by the empirical literature examining the Middle Eastern context, workplace envy, and interpersonal conflict, the case highlights the consequences of these issues. This includes the perceived abuse of power on the part of the manager and highlights the importance of quality human resource policies and practices in supporting the delivery of quality education. Among the recommendations is the implementation of a cultural change program to support management development and the empowerment of minority groups. In addition, the value of employee support programs, alternative mediation and disputes resolution processes are addressed. © 2014, IGI Global.

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