

**Model Arab League**

**Annotated Bibliography for Oman**

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 This annotated bibliography was created as a resource for high school and university students participating in the National Council on US- Arab Relations’ Model Arab League conferences. The intention of this annotated bibliography is to provide a starting set of academic articles to aid in research. The scope of the resources is meant to focus on more contemporary resources which were published after September 11th, 2001 as well as after the Arab Spring. These recent instances in history greatly influenced the Arab world therefore the information provided after these events is critical in understanding the foreign policy, economies, culture, politics, government structures, security, and social issues experienced in the region. These resources should provide a solid basis of understanding for the country in which the students are representing as well as offer some groundwork on the region.

1. James Worrall, “Oman: The “Forgotten” Corner of the Arab Spring,” *Middle East Policy*, Volume 39, Issue 3, fall 2012, pp. 98–115. ••In this article Worrall argues that the Arab Spring in Oman was largely ignored by the international community due to the media highly publicizing the events that occurred in Tahrir Square, NATO’s intervention in Libya, and Syria’s slow decline into civil war and that by ignoring these events it discounted the impact of the changes that occurred after to the international community. Worrall explains that in order to fully understand why this occurred that we must analyze the commonalities and differences in the drivers of protest and of discontent between all countries that experienced the Arab Spring and associated demonstrations. Despite not receiving as much attention as the other events of the Arab Spring the Arab Spring in Oman had profound effects on the country, according to Worrall. While the protests lasted less than a week with another spurt shortly after they prompted action from the Sultan which is explained thoroughly in this article.
2. J.A. Lefebvre, “Oman’s Foreign Policy in the Twenty-First Century,” *Middle East Policy*, Volume 17, Issue 1, 2010, pp.99–114. ••Lefebvre argues that Oman is distinct in the way it handles international relations and foreign policy because of its focus on independence. He argues that through maintaining their freedom of action, pragmatism, by being flexible with international powers (both regional and global), and moderation through the rejection of extreme positions as well as supporting a stable regional political and military status. These factors in combination with its economic resources, geographic position, and the Ibadi religion have provided a culture of tolerance which has made Oman successful in negotiations and international relations. Lefebvre explains that these tactics in foreign policy are a result of survival instincts which have been essential to the adaptability and sustainability of how Oman interacts with the global community and its success in doing so.
3. F. Al–Sayegh, “The UAE and Oman: Opportunities and Challenges in the Twenty–first Century,” *Middle East Policy*, volume 9, issue 3, September 2002, pp. 124–137. ••This article offers a comprehensive historical insight into the complex relationship between the UAE and Oman. Al- Sayegh provides a brief history of the construction of the Gulf Cooperation Council and how the creation of the GCC is responsible for the positive relations between the UAE and Oman. Through the intricate timeline provided the reader is able to better understand the substantial progress which has been made between the two countries. The author argues that the three long decades of turmoil ultimately had a positive impact on Oman and the UAE in regards to political and economic relations. The author concludes that Oman and the UAE have continued to endure tensions including but not limited to border disputes while maintaining their mutual intrinsic interests ahead of political rivalry in the Arab world.
4. Neelofer Mashood, Helen Verhoeven, and Bal Chansarkar, “Emiratisation, Omanisation and Saudisation- common causes: common solutions,” Proceedings of the 10th International Business Research Conference, 2009, pp. 1-12. ••This paper is essential in understanding the process of nationalization programs and the reasons why countries like Saudi Arabia, Oman, and the UAE have chosen to implement them. Mashood, Verhoeven, and Chansarkar argue that there are vast amounts of economic, social, and political consequences by relying heavily on migrant workers which have a long term impact. The goal of this article is to explore these programs, evaluate their effectiveness, and contrast and connect similarities between the programs of Oman, Saudi Arabia, and the UAE. The author argues that lack of success of these programs may be based on lack of proper implementation or the difficulty of implementation. Once governments strictly enforce the programs the effectiveness of said programs will improve; however, if actions are not taken to fully implement these programs there could be economic, security, and social issues as a result.
5. Srilekha Goveas, “A Role and Contributions of Women in the Sultanate of Oman,” *International Journal of Business and Management*, volume 6, issue 3, March 2011, pp.232-239. ••Goveas examines the role of women in Oman through what she refers to as a renaissance over the last 40 years. The author discusses the factors that encourage women to pursue various careers, the role and contributions of women in Oman, the obstacles women face, and her recommendations to further the progress of women. Goveas argues that various factors influenced the shift in women’s role in society including but not limited to women’s role in the Quran, Omanisation, labor laws pertaining to women, the Sultan himself, as well as economic growth and diversification. Additionally the author analyzes the obstacles women face in Oman in gaining equality as well as offers recommendations to further progress. The author argues that hindrances should be overcome in all aspects of society - governmental, organizational, and individual - in order to progress women’s role and ability to contribute to society.
6. Artin Arslanian, “The Sultanate of Oman: Sons and Daughters. *Digest of Middle East Studies*,” volume 22, issue 1, 2013, pp. 8–12. ••This article is a commentary on a collection of interviews taken by the author while participating on a visit to Oman with the World Affairs Council and Sultan Qaboos Cultural Center. This article offers an overview of education, economics, and employment in Oman. Additionally, the article addresses the perception of the Sultan and how he is viewed by his people. Arslanian argues that democracy from the Western perspective is not necessarily the best fit for the Arab world and that Sultan Qaboos is a perfect example of how democracy is not a “one size fits all” solution to global politics. The article presents the general attitude of the people of Oman towards the Sultan as a beloved ruler.
7. Gawdat Bahgat, “Security in the Gulf: The View from Oman,” *Security Dialogue*, volume 30, issue 4, 1999, pp. 445-448. ••Bahgat argues that while GCC countries are concerned about Iraq and Iran as Shia’ security and geopolitical threats to their own Sunni influence, Oman has in fact maintained stable relationships with these countries and others its GCC neighbors view with trepidation. He asserts that Oman is the most distinct amongst the GCC member states due to its ability to maintain stable relationships with countries often in conflict with each other. The article explores those differences through an Omani view in terms of the approaches taken by the monarchies, as well as the major differences in policy and priorities amongst them.
8. Annabelle Sreberny*, “*Mediated Culture in the Middle East: Diffusion, Democracy, Difficulties,” *International Communication Gazette,* volume 63, issue 2-3, 2001, pp. 100-119. ••Sreberny aims to place the Arab world into a wider context through this article by considering historical and cultural contexts as well as the recent developments through the perspectives of the media. Particular attention is given to gender roles, democratization, and internet access in the Middle East. The author relies heavily on historical and anthropological perspectives to better understand the region. Sreberny analyzes a variety of areas in order to better understand the contributors as a way of finding a better understanding of the Arab world. The author concludes that while some concepts are global it is important to have a grounded knowledge of local and regional contexts. The author ultimately argues that as access to the media grows, literacy levels increase, and access to the internet increase the participation in the public sphere, political democracy, and participation in citizenship will grow.
9. J.A. Kéchichian, “A Vision of Oman: State of the Sultanate Speeches by Qaboos Bin Said, 1970–2006,” *Middle East Policy*, volume 15, issue 4, winter 2004, pp.112–133.

•• Sultan Qaboos Bin Said is the only Sultan to ever make public written records of his addresses to the people, his Heads of State speeches, distinguishing him from other Middle Eastern leaders. These documents have contributed to a better understanding of the Sultanate of Oman’s development over the years. Kéchichian outlines the development that Sultan Qaboos bin Said has influenced in a variety of fields including education, health, agriculture, tourism, expansion of wealth, and oil policy. The author argues that through Sultan Qaboos bin Said’s leadership and focus on modernity that Oman has established the level of progress it has through these expenditures.

1. Jeremy Jones and Nicholas Ridout, “Democratic Development in Oman,” *Middle East Journal,* volume 59, issue 3, summer 2005, pp. 376. ••The idea that democracy arises organically depending on the local traditions and practices of social and culture environments is presented through this article. Jones and Ridout choose to use Oman as the country where this theory is evaluated. This article chooses to focus on how social norms create a level of accountability in the Omani government structure and how this creates a form of democracy that differs from that of the United States and Western countries. The authors argue that without a better understanding of the complex nature of the region that those advertising a Western or US style democracy are “missing the point.”
2. Richard K. Common,” Barriers to Developing ‘Leadership’ in the Sultanate of Oman,” *International Journal of Leadership Studies*, Volume 6, Issue. 2, 2011, pp. 215-228. ••Richard K. Common argues that understanding the barriers and present format of leadership in Oman is complex considering Oman does not fit the typical prototype presented. Common makes a point to distinguish the difference between a Western perspective and US perspective of leadership from that particular to Oman and other countries. Common concludes that through a Western lens that the main barriers of leadership in Oman is tribal and familial connections which transcend into organizations. Therefore the allegiance to family and tribe, as Common describes it, creates a culture of loyalty which slows progress in the form of transformational leadership. The ultimate argument that Common makes is that there is no basis of context or model that Oman can fit, making it an anomaly when it comes to leadership.
3. Dr. J.E. Peterson, “The Emergence of Post-Traditional Oman,” University of Durham Center for Middle Eastern and Islamic Studies, 2006. ••Peterson begins this working paper by describing the monarchies of the region and how Oman differs and is similar as well as explaining and defining his choice in title for the paper. There is an explanation of Sultan Qaboos as a modernizing and post-traditional ruler who has transferred his preferences onto Oman by establishing a post-traditional nation state. Peterson’s goal is not to prove what the future holds with regard to the monarchy of Oman, but rather to illustrate the steps that have been taken thus far for change. The author argues that these factors are what have led to the resilience of the monarchy in Oman. Peterson further delineates typical long term problems with monarchies while simultaneously noting that monarchies differ, especially when Oman is put into consideration.