

Management Model in Arab Islamic Culture: An Analysis Based on the Glacier Model



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The management model rooted in the traditional Arab Islamic culture plays an important role in the organizational management across various levels of the contemporary Arab world. This paper employs the Glacier Model, which integrates elements from both the Onion Model and the Iceberg Model, to explore the civilization environment that nurtures a particular management model and the institutional framework upon which it is based. The Glacier Model is utilized to dissect Islamic culture into three layers: the "Snow Layer," representing the geographical environment and oil-based economy of the Arab world; the "River Layer," embodying the core of Islamic civilization, namely, Islam; and the "Frozen Layer," alluding to the three elusive yet fundamental values cherished by Arabs: peace, justice, and freedom. Upon this cultural interpretation, the paper elaborates on the Arab management model grounded in Islamic civilization, featuring a visible control layer that manifests morality and responsibility; a partly concealed organizational layer, where the "Bert's Structure" lurks; and an implicit, profound layer of loyalty. This interdisciplinary analysis not only lays a solid foundation for constructing future Arab Islamic management systems but also offers valuable theoretical insights for management practices in Islamic countries, including those in the Arab world. Furthermore, it contributes to enriching the management discipline by exploring culturally adaptable management methodologies and tools.

Keywords: Islamic Culture, Glacier Model, Management Mode

Biography:

I am a Ph.D. candidate from Shanghai International Studies University, majoring in global governance models and international relations. During my undergraduate and graduate studies, I majored in management. I am skilled in interdisciplinary academic research, and my research analysis combines quantitative and qualitative methods. I have participated in many international academic conferences and delivered speeches.