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## Women in Management



International Women's  
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## Women in Management

I shall never forget a spectacle called «The Wall of Death», performed by two young cyclists: a man and a woman, each driving a motorcycle. The riders pushed the motorcycles from the ground up a huge, cup-shaped wall and let it glide spirally, until they reached the top from which they slid downward to the point of departure. The least hesitation, the least failure, preventing their hands from taking a firm hold of the handle bar, meant to them instant death. As I watched the daring couple pushing their vehicles up-ward, defying the law of gravity, I noticed that the woman looked calmer and showed more poise than her companion. I felt proud of her but I had no chance to meet her after the performance, to express to her my admiration verbally.

«The Wall of Death» spectacle made a deep impression on me. I felt that most women have potential talents which we generally tend to ignore. Men minimize the importance of women's household duties, though these duties require a variety of talents and impose on housekeepers a good deal of effort and competence in several fields. Men, on the other hand, concentrate on one type of work which, though it may be insignificant, gives them a sense of superiority.

Women's increasing enrollment as college and university students has allowed them to venture into new fields of work, one of which is business management or business administration. As directors of schools, hospitals, research institutes, business enterprises, conferences, nursing homes, societies and other similar organizations, they have shown so much skill and versatility that their participation in all kinds of group activity are now sought and appreciated by employers, important businessmen and other executives.

I once asked a successful school director about the secret of her success. She said: In dealing with my staff, I study each of them in the light of psychological knowledge and personal experience. I encourage the successful workers and give special attention and guidance to the slow ones or the less successful, to help them improve. It is my belief that every normal person

should be capable of achieving good work if given the necessary chance and encouragement. We should never lose hope in people's ability to grow.

Another successful leader of a large association told me that the secret of her success was in the democratic spirit she applied in treating her co-workers and other active members of the organization. She included them in the initiation and the planning of every project, giving them the opportunity to give ideas and thus arouse their interest. While she supervised their work, she shared their activities and gave her remarks in a skillful and gentle manner.

The above paragraphs offer only a few examples of women's success in the field of management and bring out some of the qualities that help them succeed. We may add that women's home training which emphasizes self-control, tidiness, perseverance and altruism, forms a favorable background for good management in the family or at work. According to recent statistics, women perform the task of household heads and providers in 30% of families in Third World countries. The reason is widowhood or the husband's emigration for work in other lands. During the Lebanese war, women played a heroic role in facing all kinds of hardships and taking charge of destitute families and war-handicapped individuals. However, there are those who think that women's traditional education at home and in school, requires them to be docile, dependent and obedient, thus lacking in firmness and initiative, characteristics indispensable for leadership. Such an idea should be considered a sweeping statement as long as it has not been submitted to careful study. Women's education nowadays tend to be less traditional and more liberal. While it keeps from the past those desirable elements which obtain general appreciation, it has discarded such stereotypes as self-denial, self-effacement and blind obedience. The modern young woman, particularly the one who has received higher education, has succeeded in developing and independent, self-reliant personality.

*Rose Ghurayyib*

## Gilberte Abu Jaudeh

### A pioneer nurse in the field of public health

### Founder and Director of the first Government School of Nursing in Lebanon

As a student at the St. Famille Secondary School in Beirut, Gilberte Abu Jaudeh won distinction in her science courses. During laboratory hours, she used to dream of studying medicine. Her teachers, who remarked on her scientific bent, told her that the Board of the French Hospital «Hotel Dieu» was badly in need of a Lebanese trained nurse who would specialize in teaching nursing at the French Nursing School.

Gilberte found the suggestion interesting. Studying and teaching nursing meant - like medicine - involvement in science for a long period of time. A scientific career was now accessible to her. She entered the French School of Nursing through a competition which was required of candidates at the time. After three years of study she obtained a nursing diploma with specialization in public health. Two years of study in France prepared her to teach nursing at the school where she had studied and, later on, to serve as assistant director. Another trip to France and two more years of study at Lyon University allowed her to be trained in school management. Upon her return to Lebanon, she was asked to found the first Government School of Nursing in Lebanon in 1971-72 and be its director.

I had the opportunity of meeting Nurse Gilberte Abu Jaudeh and posed the following questions:

- Q -** What skills are required of a candidate for management?
- A -** A full course in management, theory and practice, at college or university level is required. In addition, psychology courses that permit candidates to acquire a quick insight, an ability to understand people, to communicate easily with them and obtain their confidence and support. The candidate for management should be fluent and have the wisdom to say the right thing in the right place at the right time.
- Q -** What attitude does the public have toward the nursing profession?
- A -** The old-fashioned idea, that the nurse is a sort of maid who administers injections and dresses wounds, has been gradually vanishing. The social and financial status of the nurse has improved. The public has begun to realize that a **trained** nurse is the right-hand of the doctor; that her

advanced and specialized studies predispose her for reponsible positions.

- Q -** Does Lebanon have a sufficient number of Nursing Schools?
- A -** Lebanon has a large number of private nursing schools connected with private hospitals such as the American and the French Hospitals, as well as the Khalidy Hospital and the Red Cross, etc... The Government has one school of nursing which was founded by me. Recently another school, that of the Red Cross, has been placed under Government control. Candidates for the nursing profession are required to be holders of a high-school diploma: either a «brevet» or a «baccalaureate». In the latter case, they take more advanced studies and receive a higher degree, which allows them to become registered nurses at the Ministry of Health. All schools of nursing prepare their students for the colloquium exams which serve as a unifying link between the various school curricula. The Government school tries to keep a high standard and maintain a leadership position among the other schools.
- Q -** Do you receive men students at your school?
- A -** Yes, but in smaller numbers. Men students were relatively numerous during the seventies, now their number is greatly reduced, probably because the number of nursing schools has multiplied and men candidates have a larger choice.
- Q -** How do you compare men with women in the nursing profession?
- A -** In few cases which require physical strength, men may be more efficient than women, but it seems to me that women - because of their early home training - are more patient and dedicated, and willing to serve than men.
- Q -** Do you have a syndicate for the nurses in Lebanon?
- A -** We have a syndicate which we call federation or association. It works to ensure, claim and defend nurses' rights according to the Labor Code. The graduates of our school have the right to social security but not old age pension. The war has delayed all evolution or progress in the status of nurses and other professionals in Lebanon.

\* \* \*

Mrs. Abu Jaudeh has given more than thirty years of her life to her works as nurse, teacher and director of a nursing school. As I listened to the informal account of her career, I could feel the warmth, the enthusiasm and the strength that distinguish a dedicated woman who works for the pleasure of working and not only as a money-earner.

*Rose Ghurayyib*

## Women in Management



*Participants and speakers at the Forum with our representative Mrs. Siham Jubayli*

«Woman in Management» has become a major subject for Forums sponsored by the Middle East Industrial Consultants (MEIRC)<sup>(☆)</sup> held consecutively in 1988, 1989 and 1990 in the Arab Gulf.

The overall objective is to provide a platform for the exchange of ideas and experiences, and for the discussion of managerial skills related to women in the profession of management.

The particular emphasis is on the Arab countries, however, distinguished guest speakers from other parts of the world are sometimes invited to broaden the perspective and increase the scope of interchange.

Mrs. Siham Jubayli represented the Institute for Women's Studies in the Arab World in the first forum that took place in February 1988.

### FORUM I - 6 TO 8 FEBRUARY 1988 - BAHRAIN

Participants were forty women in managerial/senior supervisory and professional positions in education, medicine and other areas, who wished to explore items

of particular relevance to their status and effectiveness. An enthusiastic and ambitious group competing with their fellow colleagues to reach even higher positions in their respective fields.

What was notable is that most of the participants were in their mid-thirties which proves that women are starting their careers early in life to enable them to reach managerial positions at a younger age. Most of the women managers were working not because of financial need but for their desire to be effective and productive in their respective communities; to fulfill themselves; and prove their abilities.

Countries represented were Bahrain, Dubai, Abu Dhabi, Oman and Lebanon.

Guest speakers - with the exception of one - were Arab women. The language used was English.

Topics<sup>(☆☆)</sup> and speakers included the following:

**The Role of Women in Management: Opportunities and Pitfalls** By Dr. Hala Al Omran, Director Bahrain Television - Bahrain.

(☆) MEIRC is an independent multinational consulting firm which specializes in human resource management and organization development.  
MEIRC: P.O. Box 65014-15410 - Psychico, Athens, Greece.

(☆☆)Papers can be obtained from MEIRC.

**Managerial Skills for Working with Multinational and Mixed Workforce** by Dr. Moudi Al Hmoud, Dean, Faculty of Economics and Political Science, Kuwait University - Kuwait.

**Issues Facing Women in Management: A Western Perspective** by Professor Joyce O'Connor, Director, Social Research Center, National Institute of Higher Education - Ireland.

**Coping with Stress at Work** by Dr. Nahid Osseiran, Chairperson, Psychology Department, University of Bahrain - Bahrain.

**Latest Trends and Developments in Managements: An Update of Professional Knowledge** by Dr. Safia Duwaigher, Director of Cultural Affairs and Scholarship, Ministry of Education - Bahrain.

**Career Development for Women in the Gulf** by Dr. Farida Haider Ali, Manager, UAE Task Force, Zakum Development Company - Abu Dhabi.

Guest and MEIRC speakers presented plenary sessions followed by substantial discussions and workshops in smaller groups. Workshop sessions included, among others, topics such as «Management in the Gulf: similarities and differences with other parts of the world»; «The Implication of Women's Employment for Family, Society, and Economy in the Gulf». An open forum on «The Future Prospect of Arab Women in Management» concluded the meeting.

Some of the recommendations and conclusions reached were as follows:

- Management principles are universal in theory, however, some have to be adapted to fit the region.
- Female managers in the region face a number of constraints in their work:
  - Business constraints in dealing with peers and clients in everyday working situations;
  - Political constraints imposed by wars and instability in the region;
  - Governmental constraints;
  - Economic constraints due to high dependence on oil in the region as well as shortage of skilled national labor;
  - Socio-cultural constraints where a manager must abide by values, traditions and customs that are unique to the Arab countries.
- Action oriented recommendations included:
  - A) Action on the official level:
    - 1 - Change image of women
      - a - through media (T.V., Journals, Radio, etc.) to help change the mentality of society at large;
      - b - through textbooks and reading material to help young children accept women as capable intellectual members of society.

2 - Employ women to help the economy by reducing dependence on expatriates.

B) Action on the institutional level:

- 1 - Increase self-confidence of working women by:
  - a - providing in-service training;
  - b - providing a system of recognition (merit, increases, rewards, promotion) to encourage motivation.
- 2 - Increase the efficiency of women by:
  - a - developing an educational system in the region that prepares and encourages women to work;
  - b - teach female children at a young age to be more assertive, disciplined and more appreciative of time.

C) Action on the personal level:

- 1 - Set a role-model for others through successful individual managers.
- 2 - Be persistent and ambitious.

\* \* \*

The Institute requested **Mrs. Faiza Bsat**, Educational Consultant at the Hariri Foundation and representing it at the Forum, to give her impression and observations:

The Forum created awareness and emphasized the importance of the competent role women can hold in high managerial positions. The presence of three women with doctorate degrees who held the position of department chairpersons in Bahrain and Kuwait universities, was a positive indicator of the ability of women to compete with men in running successfully and effectively such challenging managerial positions.

There was a general consensus as to the negative effect of the stereotype role of women presiding in the Arab as well as in Western societies, since recent statistics in U.S.A show that only 2% of top managers in over 56 international corporations are women.

The natural role of women for child bearing and rearing presented a controversial issue as to its priority vis-a-vis their career. The majority agreed that women should pursue their career disregarding any other consideration in order not to miss any promotion and to have equal chances with men in holding higher positions.

Personally, I belonged to the minority that accepted the natural role of women as a reality we have to live with and to fully commit ourselves to this role at a certain stage in our lives and hence continue to pursue our careers afterwards, with confidence and commitment.



*Professor Joyce O'Connor Mrs. Siham Jubeily and Mrs. Zahra Tabbara*

Participants suggested several steps in an attempt to improve the status of women, especially in changing the stereotypical role which prevails in all Arab societies. The recommendations as suggested by participants were adopted by the Forum and we expect that they will be actively communicated to other sectors in the Arab countries in the near future.

★ ★ ★

#### **FORUM II - 4 TO 6 FEBRUARY 1989 - KUWAIT**

Based on the success of the First Forum which proved to be stimulating and beneficial, and upon the request of the participants a Second Forum for «Women in Management» took place. Forty participants represented different Arab countries. The language used was Arabic and guest speakers included women and men.

Following are some of the topics and the speakers:

**Women in Management** by Dr. Faiza Al Khrafi, Dean, Faculty of Science at the University of Kuwait - Kuwait.

**The Role of Women in the Management of Health Services** by Dr. Farida Al Drazi, Chairperson, Nursing Section, School of Public Health, Ministry of Health-Bahrain.

**Experiences of a Woman in Managing an Engineering Contracting Company** by Hessah Al Khalidy, Engineer, Owner and General Manager of Al Khaznah Contracting Company - Abu Dhabi.

**The Positive Concept of Self in Development** by Dr. Jasem Al Sayegh, Deputy Assistant for Personal Development - Kuwait.

**The Importance of Knowing How to Deal with Others** by Dr. Abdo Bardawil, Assistant Vice-President in charge of Training, Middle East Airlines - Lebanon.

★ ★ ★

#### **FORUM III - 17 TO 19 FEBRUARY 1990 - DUBAI**

The Third Forum for «Women in Management» is scheduled to take place as mentioned above.

Subjects to be discussed will include:

**The Role of Women in Raising a New Generation. Managerial Leadership: how to influence others. Career Development Opportunities.**

**Motivation and Incentives: what can and cannot be achieved.**

**Setting Standards and Appraising Performance.**

## Arab Women Managers

The study of Arab Women in Management was inspired by the Forum on the subject held in the Gulf in 1988<sup>(1)</sup>.

The Institute for Women's Studies in the Arab World requested Ms. Leila Canaan<sup>(2)</sup> to do a brief survey on the subject. The purpose of this survey is to establish background information on the status of women managers in the Arab countries and get a feel for some of the problems they face. It is also our hope that the findings may identify possible areas for further study.

This is the report submitted by Ms. Canaan:

There is very little written in management literature about Arab women since management in the region is a relatively new field for women. Recent rapid social changes and its accompanying socio-economic development, particularly in education have produced new and greater opportunities for women to enter the labor force and participate constructively in the development process.

A questionnaire was designed requesting the following information: age, marital status, level of education, position held, number of years at work, problems faced, cultural influence, attributes to success as well as man/woman relationship on the job.

The above was mailed to the forty participants of the Forum. Twelve responses were received. The sample is somewhat small but there is a strong indication that it is representative of the population as a whole.

### Findings:

From the data we can sketch a profile of a typical Arab woman manager:

- the majority of women managers work in government services or service companies;
- a small minority own their own business;
- their ages range from 30 to 39;
- marital status: majority unattached; around half anticipate marriage;
- level of education: college, specialization;
- working for five years or more;
- difficulties faced: constraints imposed by cultural traditions in regard to women.

Problems reported could be summarized as follows:

- Traditions in the Arab world influence women managers most in their choice of education and careers.

- The stereotype attitude that women are more emotional than men and less logical, consequently less competent and poorly equipped to handle managerial posts, was upheld by one-third of the women surveyed.
- The majority of women feel that there is a prejudice against women in management which prevents full utilization of their talents and abilities.
- Despite feelings of prejudice, most women reported that their salaries are equivalent to male managers.
- Other major problems reported revolve around issues of subordinates resisting their authority and lack of support by top management which impedes their job performance.

The most controversial finding is that one-third of Arab women managers reported lack of interest in working for a woman boss.

The anecdotes told by the respondents showed a high achievement oriented motivation. It also revealed that Arab women managers are motivated by challenging job assignments and the recognition they get from their supervisors as well as self satisfaction for a job well done, rather than monetary rewards. Fifty percent of the women surveyed contributed their success to a certain needed area of expertise. Here is an example of an anecdote reported by a woman manager:

«As a Taskforce Manager, I was assigned to management in order to enhance recruitment of a special category of UAE graduates to train and develop for national posts. This was no easy task. It was the greatest challenge I faced in my work experience for two reasons:

- (1) Lack of UAE graduates in the specializations needed;
- (2) convincing expatriot managers to accept training and developing UAE nationals to the post.

After great efforts and hard work, UAE graduates were recruited, trained, and put in operational positions. This task has now passed on to the Human Resource Department. However, professionally I have accomplished what was difficult if not doubtful. I succeeded and felt personally proud to be able to include women in the mission, thus serving my country and fellow-women».

This study only scratched the surface and gave a fortaste of a wide range of possibilities for future research. Our hope is that more scholars will delve into this fascinating subject both in the Arab and Western World.

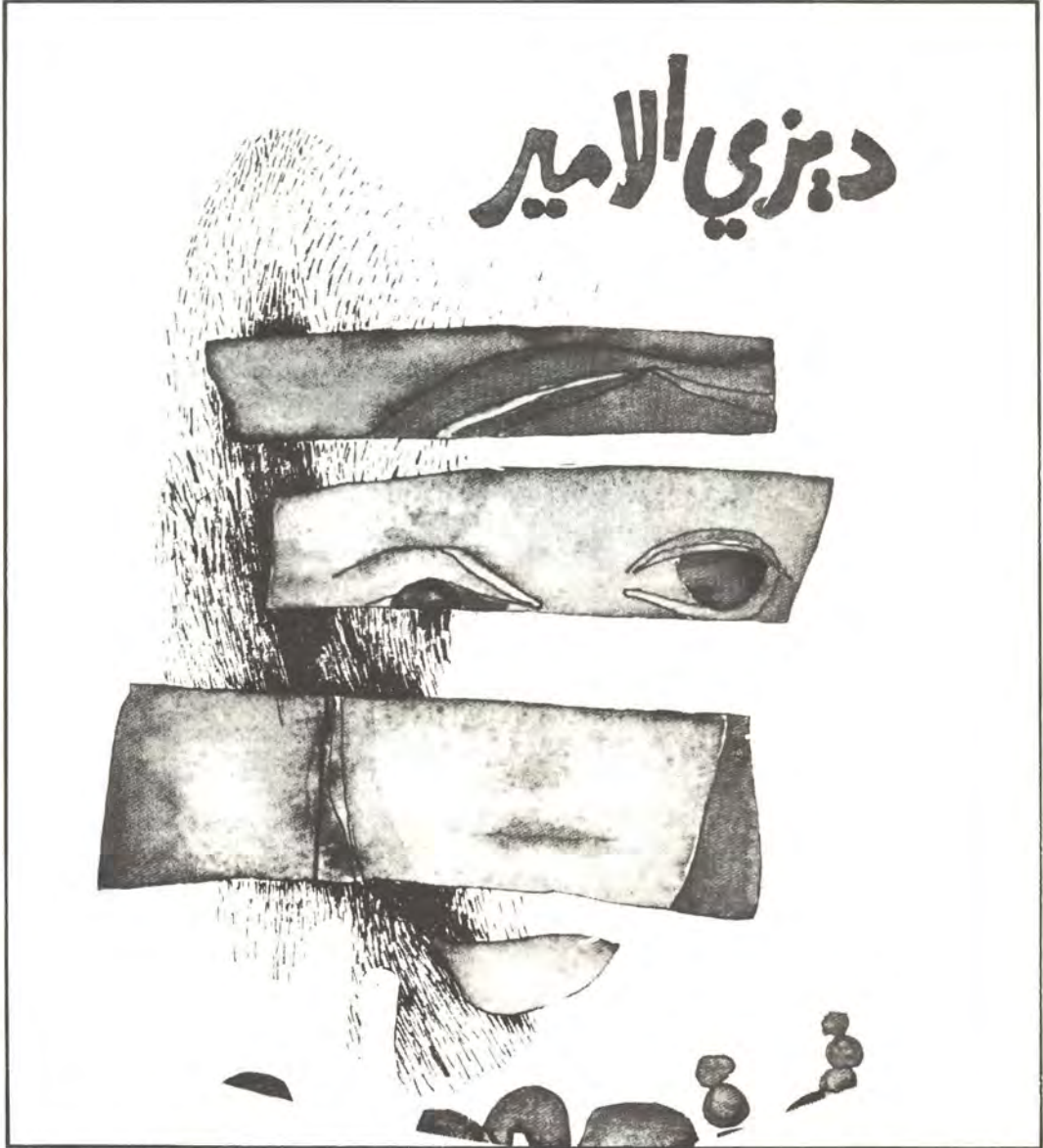
(1) See p. 4 Forums for Women in Management.

(2) Instructor - Business Division, Beirut University College, Lebanon.

## The False Hair-Piece (a short story)

by: Dasy Al Amir

Translated by Leila Fawaz



Daisy Al Amir is a well known Iraqi poetess, novelist and short story-writer. She was born in Iraq and educated in Lebanon.

She served as press and Cultural Attache at the Iraqi Embassy in Beirut for several years. Some of her publications are<sup>(\*)</sup>:

**The Faraway Country that She Loves  
And the Wave Comes Back  
The Cycle of Love and Hatred  
Promises for Sale  
On the Waiting List**

(\*) Al Raida Nov., 1985, Vol. III, No.34.



**She** stopped as the traffic light changed. The car ahead bore a diplomatic plate... It was driven by a woman.

A woman? A woman?

What is her job? What is her position? Is she an Arab? She looks like a foreigner.

A child's head suddenly appeared sitting beside the woman.

Then the woman is married and is driving her husband's car. She does not merit a diplomatic plate... The car belongs to the man whose title she bears.

But **She** is an Arab woman holding diplomatic status. She earned it not through her father, her brother or her husband, but because she is capable, highly qualified and deserves it. She comes from an Arab country where women are appreciated and are granted positions on their own merit and not through dependence on a man's support.

The woman in front enjoys the diplomatic privileges that go with her husband's position. What is she proud of? What has she earned? She is like any other woman. She reaps the harvest of her husband's achievements.

But **She** has worked hard and fought for her position. In her memory flash the names of all those men she could have married. They would have given her a new name, a different life, a new home, other responsibilities. But all this would have been given to any woman who marries. Proudly she bears her own name, and has her unique responsibilities. She is not introduced as someone's daughter, wife or mother. Her name is distinguished, highly praised and well-known.

The car behind urges her to drive on as the traffic light changed and the diplomat's wife had already driven off quickly.

Of course, she had to hurry to reach her husband and children... She has responsibilities towards them.

**She** too has to hurry, not for someone, but because she has an appointment to record a story at the Radio Station... after which she has to attend the third part of a conference to critique the discussions that had taken place yesterday. The Indian woman delegate was very precise and talked in depth on her subject while the delegate from Ceylon could not reach such depth in the points he made. After all this is the woman's decade and women are surpassing men. The Indian woman delegate was however, married... **She** wondered how she manages to find the time to lecture at conferences, leaving her husband and home responsibilities. The Phillipino delegate, who is very beautiful and wears the latest fashion, had not given the impression of an intellectual. But once she started speaking the audience forgot her looks, beauty and elegance... They were only aware of her intelligence and eloquence.

She almost crossed the red light. The policeman smiled.

«I am sorry, I made a mistake,» she said.

He laughed, «There are special rules for women.»

She was mute with anger.

What are these special rules for women? Is it permitted for women to break the rules? Is this what they call women's rights? What about her other rights? that she cannot obtain because of her femininity? She has no need for such humiliating rights - even though - she excels over men.

As she drove by attractive shops displaying the latest models, her eyes caught a host of women going in and out. Don't these women have better things to do with their time and money except spend it on frivolities?

She reached the Radio Station. A man was still recording his program while two other men were seated waiting their turn. One of them stood up and offered her his chair. She thanked him and pointed out that she preferred to stand.

«I am a gentleman and cannot allow a lady to stand while I sit.»

«What is wrong with that? Is this not the age of equality between men and women.»

«I am offering you the chair for two reasons, one because you are a woman and two because you are a famous figure whom I admire and respect.»

She felt a glow within her. She thanked him again and went to the other side of the room to get a chair. A workman raced to help her. She wondered if his assistance was due to the fact that she was a woman or because he knew who she was...

The recording was completed and the Director of the Studio came towards her inviting her to enter. She looked at the two men and said, «These gentlemen were here first»... She almost said: In don't feel like a woman... I work more than men and do all my duties equally well if not better than men... But she kept silent.

She finished recording. The Producer congratulated her on her elocution saying she would not have to repeat any part... even men could not record so well. If he only knew what her job was. A job a thousand men wished for... What is so important about recording a story in comparison to the position she holds?

Getting back to the parking lot she found two other cars parked very close to hers. It would be difficult to maneuver it out. A man approached her saying «Can I help you? Getting your car out needs a man's strength.»

His words challenged her. She thanked him angrily and struggled to get it out without scratching or damaging the other two cars. She drove away with

victory in her eyes... But to her dismay she found herself in a narrow dead-end street... She drove forward and backward, worried about the time she had left. A little more maneuvering and she turned the car around. She relaxed and started driving back when suddenly she felt an impact that almost turned her car over. Two men surrounded her screaming and cursing - words she was not accustomed to hear.

Shocked by the accident, she heard one man shout «Get out of your car... see the damage you caused. Women should not be driving. Why don't they leave these things to those who know?»

To men?

The trunk of her car was bashed-in while the other car was damaged in the front right side. Being hit in the back was a clear indication that traffic rules were on her side... She had had the right of way. But before she could utter a word the street began to fill with people each giving his opinion while confusion reigned on all sides. More people came out of shops and cafes to watch the spectacle.

One of the men rudely addressed her «Pay us for the damage and we will leave you alone.» The words shook her out of the nightmare. The fault was theirs and they wanted her to pay for it?

«What are you saying? Are you accusing me? Who do you think I am...? How dare you...!» One of the spectators approached her and in a low voice said «You are a woman alone. Silence these men by giving them some money.»

«Who says I want them to be silent? Let them say what they want. I know the law is on my side... They are in the wrong.»

There was a lot of commotion as everybody around interfered. She could not see nor hear clearly what was going on as the crowd surged around her.

Suddenly she felt a hand tap her shoulder. She almost slapped it away - but a feminine voice said, «Come with me. Don't argue with these men. You can use my phone to call your husband, or father or brother to help you. A woman cannot deal with these men.» She led her to a beauty shop.

She took the receiver to dial... with whom was she going to speak? She had no husband, no brother or father. She looked at the owner of the shop eager to confess that she was alone... But she was ashamed. What could she say? I am the man in the house? I do the work of men? I compete with them at work and do better than them? What is the use of saying all this as the din of the men's voices outside rose even higher?

Then she remembered the insurance company. Surely they would come to her aid. How could she get out her phone book from her purse to find the number? She was supposed to know the number of her father, brother or husband.

She excused herself saying «I can't remember and must look for the number.» The first person she called was not in the office so she dialed the second person in charge and asked him to come to her aid quickly. He asked for the address. For help she looked towards the shop owner who took the receiver from her saying, «Sir, your sister is in my shop at... Its not your sister's fault, I mean your wife...» She hoped the insurance man would understand and pretend to be a relative. She did not know what he answered as the shop owner did not propose another relationship.

She stayed in the shop waiting for the man while images superimposed themselves in her mind... sitting behind her desk, writing reports, preparing for conferences on social issues, writing a story for a magazine, recording an interview...

In the beauty shop around her a number of ladies were sitting under the hair-dryer while others extended their hands to the manicurists. Facing her was a glass cabinet with a variety of false hair-pieces in different styles and colors. A curtain opened and a woman with a towel around her shoulders emerged with her face covered in white cream.

A man's voice calling her with authority startled her. A tall man with broad shoulders introduced himself as the expert from the insurance company. She hurried out with him and gave him her car papers, keys, and driver's licence. Among the papers was her diplomatic identification card. She looked at it and put it back in her purse.

She stopped the first taxi and asked the driver to take her to the shopping centre for women's clothes.

She asked the saleswoman to show her the latest trend in fashion.

The woman asked «Is it for you...?»

She answered «I want the latest most modern fashion.»

The shop also contained false hair-pieces.

She added «I want a false hair-piece too.»

The saleswoman inquired which one she wanted... «I want a false hair-piece... a woman's... not a man's.»

## Women Entrepreneurs

The European Commission disbursed close to 1 million ECUs under its aid program between 1986 and 1988 to help launch businesses created by women. It should be stressed that half of this sum was allocated in 1988 alone, the first year in which the program benefited from a special additional endowment of 400,000 EUCs/year. The trend in the number of projects subsidized each year: 4 in 1983, 9 in 1984, 12 in 1985, 36 in 1986 and 56 in 1987, reflects the steady rise in the number of women who are taking the initiative.

### U.S.A

There are a large number of American Association of University Women (AAUW) fellows who study business. One of the AAUW's most famous fellows is a renowned businesswoman: Maria von Neumann Whitman, a 1962-63 American Fellow and current Vice-president for General Motors Corporation.

The AAUW Foundation recognizes that supporting women in business is one important component of its large mission - ensuring a full range of choices for women. Since 1980, the Selected Professions M.B.A. fellowships have helped launch 101 business careers.

Though the traditional preparation for a business career is an M.B.A. degree, several AAUW fellows are capitalizing on other expertise and experience.

Irma Ortiz, a Selected Professions Fellow and an M.B.A. candidate at the University of California at Los Angeles Anderson School of Management, is concentrating on entrepreneurial management.

Outlook, December 1989 - January 1990 Vol.83 No.6

### UNITED KINGDOM

What prompts women to set up their own business? Two recent studies - **Female Entrepreneurs** by Sarah Carter (Scottish Enterprise Foundation of the University of Stirling) and **Edinburgh Entrepreneuses** by Elke Heiss (Department of Business Organization, Heriot-Watt University) - give some interesting answers to this question. Close to 25% of self-employed workers are women running their own companies. Of the 100 undertakings listed in the Edinburgh study, 27 are in the garment business, 20 in the decorative arts, 13 are management consultancies, 11 restaurants or travel agencies, and 9 in knitted goods. Who are these women of London, Galsgow, and Nottingham?

«Young achievers» who want to express themselves fully, «go-getters» who want to fuel their motivations and ambitions, «great creators» crowning their already successful careers, women who are returning to work after raising their children, and «traditionalists» who follow the family's course, according to the first survey.

### FRANCE

A first in the history of female entrepreneurship: the Guarantee Fund for women entrepreneurs set up at the instigation of Michele Andre, Secretary of State (Junior Minister) for Women's Rights, opened for business on 25 March. The association INITIELLES is in charge of informing and helping women entrepreneurs to put together their financial folders and applications for aid from the fund.

Women of Europe, No. 60 - June/July 1989

### PORTUGAL

The Ferreira company, already famous for its port wine, is announcing the creation of the **Maria-Adelaide Ferreira Prize** to be conferred on a Portuguese woman who distinguishes herself in running or managing a private company. This prize, which will be awarded annually, was created in memory of the entrepreneurial spirit and managerial talent of the company's former directress.

### BELGIUM

The president of the Belgium association of women entrepreneurs, Femmes chefs d'entreprises Belge (FCEB), Tinou Dury, who was Honorary President of the World Association of Women Entrepreneurs from 1979 to 1988, recounts the history and anecdotes of the FCEB's forty years of existence in an unusual reference book that successfully combines information, anecdotes, humour, and pictures. Maria Grazia Randi Gatti, of Italy, is the current FCEM president. (FCEM, 25 avenue de l'Orée, Box 1, 1050 Brussels).

## Publications

**Time Management** by Suhail Fahad Salameh. Published by the Arab Organization of Administrative Sciences, Amman, 1988, (in Arabic).

**Women Managers - Changing Organizational Cultures** by Gisele Asplund. John Wiley & Sons Ltd., New York & Distribution Centre, 1 Oldlands Way, Bognor Regis, West Sussex, PO.22 9SA.

## The Syrian-Lebanese Women's Organization of Greater Boston

In 1934, a small group of young women, under the leadership of Katherine Makanna - a member of a prominent business establishment, and Theodora Scaff-Librarian at one of the Boston Public Library Branches, founded a Club whose motto is:

«The foundation of every home, is the education of its youth».

At that time very few Syrian or Lebanese girls had access to higher education; boy's education being considered more important. The aim of the Club therefore, was two fold:

- 1 - To promote education and cultural advancement of its members and of the Syrian-Lebanese community of greater Boston;
- 2 - To establish a scholarship fund for deserving girls of Syrian-Lebanese origin to pursue a college education.

The club started its activities modestly, by holding debates, lectures, mock trials and other educational programs, as well as social events. However, they soon realized that more effort was needed if they were to achieve their goal for scholarship programs. Work was then directed towards acquiring funds to meet that need.

Awards are granted on the basis of financial need, academic achievement and good character. The first scholarship was awarded in 1949. To-date 116 scholarships have been granted. It is notable to mention that most of the recipients have since made significant contributions to the community.

The Institute for Women's Studies in the Arab World received a contribution from the Syrian-Lebanese Women's Organization of greater Boston for their project entitled «Income Generating Activities for Displaced Lebanese Women».

Many thanks and good wishes go to the Club with the hope that it may continue to prosper and grow for many years to come.

## Why Girls Write Better

Girls write better than boys, not because of any genetic differences but because they get more encouragement, researchers say.

Writing samples from 43,563 students on five continents indicate girls are better at expressing their ideas on paper, said the International Association for the Evaluation of Educational Achievement<sup>(1)</sup>.

Alan Purves, Chairman of the Association and Director of the New York State University at Albany's center for writing and literacy, said the differences in the five-year, 14-nation study have to do with how students are taught. He stated that sexual stereotypes are very strong in the classroom; that girls get more encouragement to develop their writing just as boys are more often encouraged to excel in math and science; and that most high school language teachers are women and children are more likely to annulate a teacher of the same sex.

New York Times - 16 May 1989

## Women and Careers

Many women in high-level jobs manage, very successfully, to combine careers and family lives. Three women executives with Generale de Banque have given their recipe for success to a woman journalist from *Le Soir* (The capital's leading French-language daily). The main ingredients: Efficient management of one's time and women's solidarity.

Women are climbing the corporate ladder. Whereas they were nowhere to be seen ten years ago, they are now earning their stripes in Belgian companies although their chances for high-level promotion are still slim.

A survey conducted by Generale de Banque shows that men are still reluctant to have a member of the «weaker sex» as their boss; to succeed, women have to imitate the behaviour of their male colleagues; and having children is often put off until their career goals have been achieved. This last finding has been confirmed by the International Active Woman Association (IAWA, rue Osseghem 46, 1080 Brussels), which was created recently by a group of high-level self-employed women and businesswomen.

Women of Europe, No.59 - April/May 1989.

(1) The I.F.A., based in Stockholm, is a network of research institutions in nearly 40 countries.

## Arab Women Poets of the Modern Period

It has been the privilege of the Institute for Women's Studies in the Arab World to have had professor Rose Ghurayyib as Editor of Al-Raida for many years. Professor Ghurayyib is a prominent writer and a well-known literary figure in the Arab world.

It is now an honor to have her as our advisor and consultant; writer of editorials and articles in our newsletter. One of her many contributions to the Institute's publications are her translations of poems by Arab women in **Contemporary Arab Women Writers and Poets**<sup>(1)</sup>.

We propose to share with you some of the poems translated by Professor Ghurayyib in the Monograph.

(1) Monograph No.5., IWSAW: Beirut, 1985, by Rose Ghurayyib and Evelyn Accad.

**Saniyya Saleh** (Syrian) suggesting bitterness and latent revolt.

### *Tears of the Princess*

*A certain cry chains my heart to the throat of earth,*

*Foam is my lost voice  
My dress might be false,  
My jewels might be false  
Everything in the world might be false  
Except my tears,  
I am the woman with indented years,  
Bleeding like a beheaded soldier,  
Going and coming behind windows,  
Like a princess preparing to flee  
Because fear has spoiled my joy and my childhood.*

**Lam'ia Abbas 'Amra** (Iraqi) - who addresses the laboring classes as friends and associates. To a woman baker she speaks in the following terms:

*I wish my poems were like your oven,  
Their letters would be transformed  
Into loaves of bread  
Feeding the poor and the beggars  
Lying on sidewalks,  
But my poems, alas, are only letters  
Fluttering around privileged lips.*

**Fadua Tuqan** (Palestinian) - declaring «she had found herself.» She rejected the myths that had obscured her mind, facing the world and declaring openly and freely her innermost thoughts.

*I have found it, blow up, oh storms,  
Cloud the face of the sky  
Roll as ye will oh days  
Be sunny or dark.*

*My lights will never fade out  
All the shadows that darkened my life  
All the black shrouds of night  
Are gone, buried in the abyss of the past  
When my soul discovered my soul!*

**Huda Naamani** (Lebanese) - about the equality of the sexes.

*What is a man?  
What is a woman?  
If men gave birth to men,  
And women to women,  
Complete cleavage would occur,  
But in every man, there is a feminine part,  
In every woman, a masculine part,  
A part that is ignored, stifled, suppressed.  
Why should not the part call the part?  
And the whole call the whole?*

## Maternal Thinking: Toward A Politics of Peace<sup>(1)</sup>

by Sara Ruddick  
Reviewed by Evelyn Accad<sup>(2)</sup>

Having just completed a study on **Sexuality and War: Literary Masks of the Middle East** (New York University Press, forthcoming), I was particularly interested in the topic covered by **Maternal Thinking: Toward A Politics of Peace**. My study made me aware of the importance of mothers' role in moving toward peace. What I especially appreciate in Sara Ruddick's book is its lucidity and the fact that she does not make excuses for women and mother's responsibility in war. Yet, she defines a feminist maternal peace politics which «can transform maternal practice and the natality in which it begins.» (p.251).

The book starts with an assessment of the philosophy of reason, in terms of women and of what it meant to the author. Becoming a mother led her to write a book on how maternal **thinking** can bring one to peace.

Maternal thinking is defined as strategies of protection, nurturance and training (p.23). It is a disciplined reflection, «a mother who is also a critic may learn something about reading itself from the child» (p.24)

In the second part, Sara Ruddick identifies some of the metaphysical attitudes, capacities and conceptions that arise from mothering. In raising their children, mothers become aware of the contradictions of «maternal power.» (p.109) For example «she may hate wars in general or despise a particular war policy yet urge her son to register because «the law» requires that he do so.» (p.113)

To me, the most interesting aspect of the book was part three which deals with maternal thinking and peace politics. Without ignoring the fact that maternal thinking is often militaristic, Sara Ruddick develops the notion that «antimilitarist maternal perspective is an engaged vision that must be achieved through struggle and change.» (p.136) She reassesses the division be-

tween men's wars and women's peace, showing how through maternal *efforts* to be peaceful a less violent world can be created. She discusses ideals of nonviolence in some maternal practices and ends with a celebration of two transformative social movements: women's politics of resistance and feminism.

There are four ideals which govern nonviolent peacemaking and which coincide with the practices of mothering. They are renunciation, resistance, reconciliation, and peacemaking. Sara Ruddick has some interesting remarks about how little has been written on women's and men's fearful, racist construction of men's bodies: «the 'beastly male'» seems the projective creation of women's and men's fantasies. War, like racism, both excites and focuses on the 'other' fears and desires.» (p.202) If mothers opposed the division of masculine and feminine, insisting it was at odds with children's sexual identities, they would challenge the foundation of the militarist system. To Sara, nonviolent action, like maternal practice, «requires resilient cheerfulness, a grasping of truth that is caring, and a tolerance of ambiguity and ambivalence.» (p.220)

This applies to both women and men. A description of peacemaking is a description of mothering. It is «a communal suspicion of violence, a climate in which peace is desired, a way of living in which it is possible to learn and to practice nonviolent resistance and strategies of reconciliation.» (p.244)

If we are to save the planet from destruction and violence, coming from either ecological disaster or through war, Sara Ruddick's fascinating connection between mothering and peace certainly opens to us new avenues and new ways of thinking about the pressing issues confronting us today.

(1) Beacon Press, Boston MA, US\$ 24.95.

(2) Evelyn Accad, is an Associate Professor of Comparative Literature at the University of Illinois. She is the author of novels and critical works. She also analyses works of fiction written in the last 40 years by Arab women in French and Arabic.

# The Arab Apocalypse<sup>(3)</sup>

by Etel Adnan

Reviewed by Evelyn Accad

Lebanese poet, writer, painter, tapestry designer, Etel Adnan writes both in English and French. At a conference in 1987, she mentioned how painting was the language she liked best because it is «international.»

In this epic poem about the war, she has combined both poetry and small illustrations, signs, symbols and unusual punctuations. These cut across the sentences, words and pages in a style reminiscent of concrete poetry and of the movement of «L'écriture Feministe» in France. It is very effective in expressing the chaos and absurdity of war and the anger of the author. **The Arab Apocalypse** was first published in French in 1980 by the Editions Papyrus in France. The present English version is the author's own translation.

**The Arab Apocalypse** which was written during the first two years of the civil war in Lebanon, transcends that specific moment of history to speak of all wars and of human destiny.

The central character of this epic poem appears to be the sun. The sun takes on different colors and mostly negative characteristics: the sun as «a pool of blood» (p.21); the sun «contaminated by the city» (p.20); the sun as «**LUCIFER**» (p.26); the yellow sun as «a bagfull of pus collected with a spoon in the Arabs' wounds»

(p.31); the sun «crying» (p.32); «in the halls of the sun we manufactured virulent religions» (p.32). The poem also brings out a strange image of the sun for a feminist: «Pot-bellied mercenary **aging female** (my emphasis) that's the sun» (p.39); and a whole page about the guilt of the sun (p.40).

The tragedy ends in death, the death of history, and the sun reduced to «Nothingness, the air burning forever.» (p.73) There is not a glimpse of hope in this nightmare powerfully expressed by Etel Adnan who shakes both form and content with her innovative creation. It may not be what the unfortunate Lebanese innocent civilians need to hear right now, unless it moves them to want changes to start taking place in their society. Given the strength, the weapons and militias, it is unlikely reforms could begin at the present time. The work is a warning to all those engaged in violent destruction. «Apocalypse» could well be not only upon the Lebanese people, the Arabs, but the world in general.

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