

**MANAGEMENT
& ADMINISTRATION
IN ISLAM**

An
Islamic Perspective

to
Administrative
Development

Dr. Muhammad Al-Buraey

Contents

Foreword	1
Dedication	3
Acknowledgements	4
INTRODUCTION	
ISLAM AND DEVELOPMENT	
Non-changeable Elements	7
Changeable Elements	10
Statement of the Problem	16
Research Methodology and Sources	21
Arabic material	21
Non-Arabic material	22
Definitions of the Concepts	23
Development	23
Modernization	24
Endogeneity	24
The Muslim and the Islamist	24
Literature Review	26
On Models and Model Building	38
Notes – Introduction	41

PART I. THE IDEOLOGY FOR DEVELOPMENT	47
1 ISLAM: GENERAL BACKGROUND	49
The Meaning of Islam	49
The Muslim People	53
Sources of Islamic Law	56
The Qur'an	60
The Sunnah	65
Objections to Secularism	69
Is Islam a Theocracy?	74
Some Fundamental Theories of Islam	79
Freedom	79
Justice	82
Equality	84
(<i>Shura</i>) Consultation or advisory council	85
The Dignity of Man	87
On Islamic Democracy	88
Summary and Conclusion	91
Notes – Chapter 1	92
2 MAN AND DEVELOPMENT:	
AN ISLAMIC VIEW OF HUMAN NATURE	97
Human Nature	98
Types of People	101
Islamic Assumptions About Man	104
The Functions of Man	111
The Responsibilities and Accountabilities of Man	113
The Political Nature of Man	114
The Social Behaviour of Man	119
Is there a Psychological Theory of Islam?	120
Man, Development, and Modernization in Islam	123
Summary and Conclusion	126
Notes – Chapter 2	127
PART II. THE ENVIRONMENT OF DEVELOPMENT	131
3 POLITICAL DEVELOPMENT	133
The Relationship Between Politics and Religion	134
Islam and Modernization	137

Actors in the Political Development Environment	139
The 'Ulama	139
The Secularists	140
The Traditionalists	141
The Modernists	142
The Neo-traditionalists or Islamists	142
The Shari'ah	143
Sources of <i>shari'ah</i>	143
Characteristics of the <i>shari'ah</i>	144
The Islamic Political System	147
The Path to Islamic Political Development:	
The Islamist's Role	160
Summary and Conclusion	164
Notes – Chapter 3	165
4 SOCIO-ECONOMIC DEVELOPMENT	170
Economic Development in Islam: Differing Viewpoints	171
The 'Third Solution' to Economic Development:	
Historical Development	176
Economic Development in Qur'an and Sunnah	179
The Foundations of Economic Development	181
Traits of the Islamic Economic System	186
Economic Development in Contemporary Muslim States:	
The Situation of the 'lizard's hole'	189
Goals and Motives of Socio-economic Development	189
The Muslim Countries in the 'lizard's hole'	194
Discrepancies between Theory and Practice	196
The Way Out of the 'lizard's hole'	198
The Islamist's Role in Socio-economic Development	200
Penetration	202
Opposition and withdrawal	203
Integration	203
Summary and Conclusion	204
Notes – Chapter 4	204
PART III. ADMINISTRATIVE DEVELOPMENT	223
5 ADMINISTRATIVE DEVELOPMENT:	
ISLAMIC ROOTS OF ADMINISTRATION	225
Evolutionary Development of Administration	226

The meaning of 'administration'	227
Public administration	228
Development administration	229
Administrative development	230
Sources of Islamic Administration	232
Qur'an, Sunnah, <i>Shari'ah</i> and Administration	234
Administration under the Prophet (12 BH/610–11 AH 632)	240
Administration under the Pious Caliphs (11/632–41/661)	247
Islamic Administrative Institutions	257
The Diwan (secretariat)	258
The Institution of <i>Hisbah</i>	262
Theoretical Guidelines for Islamic Administration:	
Documents and Manuscripts	265
Documents	265
Manuscripts	271
Pioneers of Islamic Administration	273
A Contemporary Evaluation of the Islamic Sources	281
Summary and Conclusion	283
Notes – Chapter 5	284
6 THE DYNAMICS OF AN ISLAMIC MODEL	297
Islamic World View	299
Challenges and Threats to Islamic World View	300
The Open Systems Approach	308
The Islamic Administrative Model	309
Some prerequisites	309
Basic elements and environments	311
Analysis and relationships	314
Shura	320
Politics – Administration Dichotomy	326
Islamic Model and Other Public Administration Models:	
a Comparison	331
Some Unique Aspects of the Islamic Model	340
Emphasis on Islamic values and ethical standards	341
Non-usurious financial institutions	341
Punishment of administrative corruption	341
Balance between material and spiritual well-being	342
Divine origin	342
Endogeneity	343
Prevention of injustice	343

Concept of Shura	344
Emphasis on co-operation	344
Concept of Leadership	346
Definition	346
Qualifications	347
Objectives	347
Style	348
Conduct	348
Responsibilities	349
Impartiality	350
Expectations of the group	350
Concept of Administrative Law	351
Modesty and simplicity	352
Conditions for Feasibility	353
Summary and Conclusion	354
Notes – Chapter 6	355

7 STRATEGY, IMPLEMENTATION AND IMPLICATIONS	368
Strategy	369
The Islamist as a Change-Agent	371
Elements of Administrative Development in the Muslim Countries	375
The Issue	375
The Sources	375
The Process	377
The Outcome	377
Implementation Methods and End Results	377
Implementation	378
Informal/Personal Methods	379
Penetration	379
Penetration of the bureaucracy	379
Penetration of the institutions	380
Integration	381
Co-operation	381
Opposition	382
Formal/Institutional Methods	382
Implications	384
Problems and Prospects	385

Summary and Conclusion	388
Notes – Chapter 7	389
CONCLUDING REMARKS	393
Summary	393
Future Research	398
APPENDICES	401
Appendix to Chapter 3 Development: an Islamic Style Some Elements and a Scale	402
Appendix to Chapter 4 Mineral Resources of the Muslim States which are Members of the Organization of the Islamic Conference (OIC) and their Percentage Contribution to Gross Domestic Product (GDP)	408
Appendix to Chapter 5 Islamic Manuscripts	414
SELECTED BIBLIOGRAPHY	417
INDEX	459

Illustrations

TABLES

1-1	The Muslim World: Countries Where Muslims Constitute a Majority	55-6
1-2	The Muslim People: Areas Where Muslims Constitute a Majority	57
1-3	The Muslim World: Countries Where Muslims Constitute a Minority	58-9
3-1	Members of the Organization of the Islamic Conference (OIC) According to Their Nature of Government	155
3-2	Organization of the Islamic Conference (OIC) by Country/Organization and Nature of Government	156
4-1A	Economic System in Qur'an	177
4-1B	Economic Life in Qur'an	178
4-2	Organization of Islamic Conference (OIC) Members: Some Economic and Welfare Indicators and Type of Economy	190-2
5-1	Principles of Political and Administrative Systems in the Holy Qur'an	235
6-1	The Islamic World View	300

6-2	The Administrative State of Affairs in Muslim Countries	303
6-3	Five Public Administration Models	334-6
6-4	An Islamic Administrative Model: Characteristics and Values	337
7-1	Elements of Administrative Development in the Muslim Countries	376

FIGURES

1-1	The World of Islam (Map)	54
6-1	An Ideal Model of an Islamic Administrative System: The Six P's Version	312
7-1	An Ideal Model of an Islamic Administrative System: The Six P's version	370
3A-1	Elements of Islamic Development	403

INDEX

TABLES

1-1	The Muslim World: Countries Where Muslims Constitute a Majority	54
1-2	The Muslim People: Areas Where Muslims Constitute a Majority	57
1-3	The Muslim World: Countries Where Muslims Constitute a Minority	58-9
2-1	Members of the Organization of the Islamic Conference (OIC) According to Their Nature of Government	122
2-2	Organization of the Islamic Conference (OIC) by Country/Organization and Nature of Government	126
4-1A	Economic System in Our an	177
4-1B	Economic Life in Our an	178
4-2	Organization of Islamic Conference (OIC) Members: Some Economic and Welfare Indicators and Type of Economy	190-2
5-1	Principles of Political and Administrative Systems in the Holy Qur'an	222
6-1	The Islamic World View	300