BY ALASDAIR DRYSDALE THE FINANCIAL CONTROLLER THE THINGS THE ACADEMICS DONT TEACH YOU

BY ALASDAIR DRYSDALE THE FINANCIAL CONTROLLER THE THINGS THE ACADEMICS DON'T TEACH YOU THE THINGS THEY DON'T TEACH YOU A FINANCIAL CONTROLLERS PERSPECTIVE AS A SEASONED FINANCIAL CONTROLLER IVE SPENT YEARS NAVIGATING THE OFTEN COMPLEX WORLD OF FINANCE WHILE ACADEMIA OFFERS A SOLID FOUNDATION REALWORLD EXPERIENCE TEACHES YOU THINGS THAT TEXTBOOKS SIMPLY CANT HERE ARE SOME OF THE KEY LESSONS IVE LEARNED ALONG THE WAY BEYOND THE NUMBERS THE ART OF STORYTELLING 1 NUMBERS ARE JUST DATA POINTS THEY ONLY GAIN MEANING WHEN WOVEN INTO A COMPELLING NARRATIVE EVERY REPORT EVERY SPREADSHEET NEEDS A STORY TO BACK IT UP WHETHER YOURS PRESENTING TO INVESTORS BOARD MEMBERS OR EVEN YOUR OWN TEAM YOU NEED TO PAINT A PICTURE WITH THE DATA HIGHLIGHTING TRENDS EXPLAINING variances and ultimately driving action 2 Master the language of business Financial JARGON CAN BE INTIMIDATING BUT UNDERSTANDING IT IS ESSENTIAL FOR EFFECTIVE COMMUNICATION LEARN TO SPEAK THE LANGUAGE OF YOUR STAKEHOLDERS USING CLEAR AND CONCISE TERMS TO ENSURE EVERYONE IS ON THE SAME PAGE 3 FOCUS ON THE WHY NOT JUST THE WHAT NUMBERS TELL A STORY BUT ITS YOUR JOB TO EXPLAIN THE UNDERLYING REASONS WHY DID SALES DECLINE WHY DID EXPENSES INCREASE BY DIGGING INTO THE ROOT CAUSE YOU CAN PROVIDE ACTIONABLE INSIGHTS AND DRIVE POSITIVE CHANGE THE HUMAN ELEMENT IN FINANCE 1 FINANCE IS NOT JUST ABOUT SPREADSHEETS ITS ABOUT PEOPLE YOURE DEALING WITH REAL INDIVIDUALS WITH DIVERSE MOTIVATIONS AND PERSPECTIVES UNDERSTANDING THESE NUANCES WILL HELP YOU BUILD TRUST AND CREATE MORE PRODUCTIVE RELATIONSHIPS 2 SOFT SKILLS MATTER STRONG COMMUNICATION ACTIVE LISTENING AND CONFLICT RESOLUTION ARE ESSENTIAL FOR SUCCESS BEING ABLE TO BUILD CONSENSUS NAVIGATE DISAGREEMENTS AND WORK COLLABORATIVELY IS VITAL IN ANY FINANCIAL ROLE 3 EMPATHY IS YOUR SUPERPOWER PUT YOURSELF IN THE SHOES OF YOUR COLLEAGUES UNDERSTANDING THEIR PRESSURES AND CHALLENGES THIS EMPATHY WILL HELP YOU BUILD BRIDGES AND CREATE A MORE SUPPORTIVE ENVIRONMENT 2 MASTERING THE ART OF THE POSSIBLE 1 NEVER STOP LEARNING THE WORLD OF FINANCE IS CONSTANTLY EVOLVING STAY AHEAD OF THE CURVE BY ATTENDING CONFERENCES READING INDUSTRY PUBLICATIONS AND EMBRACING NEW TECHNOLOGIES 2 THINK OUTSIDE THE BOX CHALLENGE THE STATUS QUO AND BE WILLING TO EXPERIMENT WITH NEW IDEAS DONT BE AFRAID TO BREAK THE mold and find creative solutions to complex problems 3 Be adaptable and resilient Markets fluctuate regulations change and unexpected challenges arise The ability to ADAPT AND NAVIGATE THESE OBSTACLES IS ESSENTIAL FOR SUCCESS THE UNSUNG HEROES OF FINANCE DETAILS MATTER ATTENTION TO DETAIL IS PARAMOUNT IN FINANCE ERRORS CAN HAVE SIGNIFICANT CONSEQUENCES SO ITS ESSENTIAL TO BE METICULOUS IN YOUR WORK 2 DON'T BE AFRAID TO ASK QUESTIONS ITS BETTER TO ASK FOR CLARIFICATION THAN TO MAKE ASSUMPTIONS ALWAYS SEEK TO FULLY UNDERSTAND THE INFORMATION YOURE WORKING WITH AND DON'T BE AFRAID TO ASK FOR GUIDANCE WHEN NEEDED 3 EMBRACE THE MUNDANE THE DAYTODAY TASKS MIGHT NOT BE GLAMOROUS BUT THEY ARE CRUCIAL TO THE SMOOTH FUNCTIONING OF THE DEPARTMENT TAKE PRIDE IN YOUR WORK AND BE RELIABLE IN YOUR DUTIES EVEN WHEN THEY SEEM REPETITIVE FINAL THOUGHTS WHILE ACADEMIA PROVIDES A SOLID FOUNDATION REALWORLD EXPERIENCE TEACHES YOU THE TRUE ESSENCE OF FINANCE ITS ABOUT UNDERSTANDING THE BIG PICTURE MASTERING THE ART OF COMMUNICATION AND BUILDING STRONG RELATIONSHIPS WITH YOUR COLLEAGUES ITS ABOUT BEING ADAPTABLE DETAILORIENTED AND CONSTANTLY LEARNING ABOVE ALL ITS ABOUT USING YOUR KNOWLEDGE AND SKILLS TO CONTRIBUTE TO THE SUCCESS OF YOUR ORGANIZATION BY EMBRACING THESE LESSONS YOU CAN TRULY THRIVE IN THE WORLD OF FINANCE AND BECOME A VALUABLE ASSET TO ANY COMPANY

THE MIDDLE EAST AND NORTH AFRICATHE ALAWIS OF SYRIATHE STRUGGLE FOR POWER IN SYRIAMINORITIES IN THE MIDDLE EASTTHE POLITICAL ECONOMY OF SYRIA UNDER ASADCURRENT CONTENTS OF PERIODICALS ON THE MIDDLE EASTFROM FATHER TO SONMIDDLE EAST INSIGHTINTERNATIONAL JOURNALANNUAL REPORT OF THE COUNCIL ON FOREIGN RELATIONS GUIDE TO GEOGRAPHY PROGRAMS IN THE AMERICASTHE VIEW FROM DAMASCUSJOINT ACQUISITIONS LIST OF AFRICANATHE CUMULATIVE BOOK INDEXGLOBAL GEOPOLITICAL CHANGE AND THE ASIA-PACIFICBRITISH BOOK NEWSBRITISH BOOK NEWSINDIANA SOCIAL STUDIES QUARTERLYBOWKER'S LAW BOOKS AND SERIALS IN PRINTCURRENT BIBLIOGRAPHICAL INFORMATION ALASDAIR DRYSDALE MICHAEL KERR Nikolaos Van Dam Mordechai Nisan Volker Perthes Itamar Radai Council on Foreign RELATIONS ITAMAR RABINOVICH DENNIS RUMLEY BRITISH COUNCIL DAG HAMMARSKJE LD LIBRARY THE MIDDLE EAST AND NORTH AFRICA THE ALAWIS OF SYRIA THE STRUGGLE FOR POWER IN SYRIA MINORITIES IN THE MIDDLE EAST THE POLITICAL ECONOMY OF SYRIA UNDER ASAD CURRENT CONTENTS OF PERIODICALS ON THE MIDDLE EAST FROM FATHER TO SON MIDDLE EAST INSIGHT INTERNATIONAL JOURNAL ANNUAL REPORT OF THE COUNCIL ON FOREIGN RELATIONS GUIDE TO GEOGRAPHY PROGRAMS IN THE AMERICAS THE VIEW FROM DAMASCUS JOINT ACQUISITIONS LIST OF AFRICANA THE CUMULATIVE BOOK INDEX GLOBAL GEOPOLITICAL CHANGE AND THE ASIA-PACIFIC BRITISH BOOK NEWS BRITISH BOOK NEWS INDIANA SOCIAL STUDIES QUARTERLY BOWKER'S LAW BOOKS AND SERIALS IN PRINT CURRENT BIBLIOGRAPHICAL INFORMATION ALASDAIR DRYSDALE MICHAEL KERR NIKOLAOS VAN DAM MORDECHAI NISAN VOLKER PERTHES ITAMAR RADAI COUNCIL ON FOREIGN Relations Itamar Rabinovich Dennis Rumley British Council Dag Hammarskj Ld Library

THIS CONTEMPORARY TEXT THE FIRST IN OVER A DECADE ON THE REGION PRESENTS THE GEOGRAPHY

OF THE MIDDLE EAST AND NORTH AFRICA DEFINED AS THE ARAB WORLD ISRAEL TURKEY IRAN AND AFGHANISTAN THEMATICALLY ORGANIZED THE BOOK S ELEVEN CHAPTERS FOCUS ON THE REGION S PHYSICAL AND CLIMATIC SETTING DEMOGRAPHIC CHARACTERISTICS MIGRATION PATTERNS RELIGIOUS AND LINGUISTIC DIVERSITY POLITICAL MAP OFFSHORE CLAIMS OIL AND GAS RESOURCES AND SUBREGIONS AND STATES WITHIN THIS FRAMEWORK DRYSDALE EMPHASIZES PRESSING CURRENT PROBLEMS THE IMPACT OF CLIMATE CHANGE IN A REGION WHERE SOME AREAS ALREADY SUFFER FROM EXTREME SUMMER HEAT AND ARIDITY THE CHALLENGE OF PROVIDING ADDITIONAL WATER IN A REGION WHERE PER CAPITA AVAILABILITY OF FRESHWATER IS ALREADY THE LOWEST IN THE WORLD THE IMPACT OF HIGH FERTILITY AND RAPID POPULATION GROWTH IN A FRAGILE ENVIRONMENT WHERE ECONOMIES ARE OFTEN UNABLE TO ABSORB YOUNG WORKERS ENTERING THE LABOR FORCE THE LOOMING PROSPECT OF AN AGING POPULATION THE EFFECTS OF OUT AND IN MIGRATION THE DIVERSE IMPACT AND ROLE OF ISLAM IN DAILY AND PUBLIC LIFE THE INTEGRATIVE CONSEQUENCES OF LINGUISTIC AND ETHNIC DIVERSITY THE EVOLUTION AND IMPERFECTIONS OF THE POLITICAL MAP ONGOING TERRITORIAL AND BOUNDARY DISPUTES THAT OFTEN HAVE GLOBAL REPERCUSSIONS EXTERNAL DEPENDENCE ON THE REGION S PROLIFIC OIL AND GAS RESOURCES AND THE EXTREME REGIONAL INEQUALITIES ASSOCIATED WITH THEIR PRESENCE OR ABSENCE THIS TIMELY AND INSIGHTFUL ANALYSIS IS ESSENTIAL READING FOR STUDENTS OF THE REGION WHO NEED A BETTER UNDERSTANDING OF KEY REGIONAL CHARACTERISTICS CHALLENGES AND ISSUES

A WIDE RANGING EXPLORATION OF THE CULTURAL AND HISTORICAL HINTERLAND OF SYRIA S POWERFUL SHIA MINORITY

IN THE MIDST OF TURMOIL IN THE MIDDLE EAST AND IN THE FACE OF PROTESTS AND DEMONSTRATIONS FROM HOMS TO DAMASCUS AND OTHER PLACES ALL OVER SYRIA THE BA TH PARTY AND BASHAR AL ASAD ARE TRULY CAUGHT UP IN A STRUGGLE TO HOLD ONTO POWER IN SYRIA IN THIS IMPORTANT BOOK NIKOLAOS VAN DAM EXPLORES AND EXPLAINS HOW THE ASAD DYNASTY HAS COME TO RULE SYRIA FOR ABOUT HALF A CENTURY AND KEEP THE COMPLEX PATCHWORK OF MINORITIES FACTIONS AND OPPONENTS SECURELY UNDER CONTROL FOR SUCH AN UNPRECEDENTED LONG PERIOD THROUGH AN IN DEPTH EXAMINATION OF THE ROLE OF SECTARIAN REGIONAL AND TRIBAL LOYALTIES VAN DAM TRACES DEVELOPMENTS WITHIN THE BA TH PARTY AND THE MILITARY AND CIVILIAN POWER ELITE FROM THE

THE STRUGGLE FOR INDEPENDENCE BY MINORITIES IN THE MIDDLE EAST THOSE PEOPLE WHO ARE NON ARAB OR NON MUSLIM IS AFFECTING THE POLITICAL CLIMATE AROUND THE WORLD WAR AND TERRORISM ARE THREATENING THE SAFETY OF MANY MINORITY COMMUNITIES AND REPRESSION OF MINORITIES STILL REMAINS STANDARD STATE POLICY IN SOME COUNTRIES THIS UPDATED AND REVISED EDITION OF THE 1991 ORIGINAL PROVIDES A WEALTH OF HISTORICAL AND POLITICAL DETAIL FOR ALL THE INDIGENOUS PEOPLES OF THE MIDDLE EAST PRESSED TO PERSIST IN A THREATENING ENVIRONMENT THESE MINORITIES

KURDS BERBERS BALUCHI DRUZES ALAWITES ARMENIANS ASSYRIANS MARONITES SUDANESE CHRISTIANS

JEWS EGYPTIAN COPTS AND OTHERS SHARE SIMILAR EXPERIENCES AND HAVE BEEN KNOWN TO

COOPERATE FOR SHARED GOALS IMPORTANT EVENTS AND NEW TRENDS REGARDING THE WELFARE OF

THESE GROUPS ARE COVERED AND NUMEROUS ORAL HISTORIES ADD TO THE NEW EDITION INSTRUCTORS

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SYRIA UNDER ASAD HAS BEEN ONE OF THE KEY REGIONAL POWERS OF THE MIDDLE EAST THOUGH ITS POLITICAL DEVELOPMENT HAS BEEN A MUCH DEBATED SUBJECT THERE HAS BEEN NO COMPREHENSIVE STUDY IN ENGLISH OF THE COUNTRY S POLITICAL ECONOMY AND ITS EVOLUTION SINCE 1970 TO THE PRESENT DAY BEGINNING WITH AN ACCOUNT OF ECONOMIC DEVELOPMENT AND OF CHANGING DEVELOPMENT STRATEGIES PERTHES DISCUSSES THE FACTORS WHICH IN THE LATE 1980S PRECIPITATED A CHANGE IN DIRECTION FROM THE SOCIALIST ORIENTATION OF THE EARLIER BA THIST YEARS TO INFITAH AND A LARGER ROLE FOR THE PRIVATE SECTOR HE PAYS PARTICULAR ATTENTION TO CLASS STRUCTURE AND CLASS STATE RELATIONS AND EXAMINES THE NATURE OF THE STATE THE POLITICAL STRUCTURE AND THE MECHANISMS AND DYNAMICS OF POLITICAL DECISION MAKING ADDRESSING THE ISSUE OF THE INTERPLAY BETWEEN ECONOMIC TRANSFORMATION AND POLITICAL CHANGE PERTHES ARGUES THAT ALTHOUGH A SHIFT IN THE POWER STRUCTURE WILL NOT OCCUR UNDER ASAD HIS REGIME HAS CREATED THE INSTITUTIONS WHICH WILL ALLOW A REASONABLY SMOOTH SUCCESSION AND A CREATION OF A LESS PERSONALIZED AND MORE PARTICIPATORY POLITICAL ORDER

EXAMINES ATTITUDES TOWARD JEWS AND ISRAEL UNDER THE ASAD REGIME ESPECIALLY DURING THE PEACE NEGOTIATIONS BETWEEN HAFIZ AL ASAD AND ISRAEL IN 1991 2000 AND UNDER HIS SON BASHAR SINCE 2000 STATES THAT ALTHOUGH HAFIZ AL ASAD AVOIDED EXPLICIT VERBAL ATTACKS AGAINST JEWS AND JUDAISM STRONG ANTISEMITIC STATEMENTS WERE MADE BY OTHERS FROM THE GOVERNMENT CONTROLLED MEDIA TO OFFICIALS IN HIS ADMINISTRATION EVEN DURING THE PEACE NEGOTIATIONS ONLY BETWEEN 1992 96 WHEN THE MEDIA BEGAN PREPARING THE PUBLIC S OPINION FOR PEACE DID ATTACKS ON JEWS AND JUDAISM SUBSIDE SOMEWHAT IN 1996 WHEN NEGOTIATIONS CAME TO A HALT THE MEDIA LAUNCHED NEW ATTACKS AGAINST ISRAEL ACCOMPANIED BY ANOTHER WAVE OF ANTISEMITISM WHICH CONTINUED WHEN NEGOTIATIONS RESUMED IN 1999 IN 2000 AFTER SOME INITIAL LIBERAL REFORMS BASHAR ADOPTED HIS FATHER S HARD LINE POLICY DISCUSSES BASHAR S HARSH PUBLIC STATEMENTS AGAINST JEWS AND JUDAISM IN 2000 01 INCLUDING HIS COMPARISONS OF ISRAEL WITH NAZISM AND OF PALESTINIAN SUFFERING AT THE HANDS OF THE JEWS WITH THAT OF CHRIST SINCE THEN HE SEEMS TO HAVE RE ADOPTED HIS FATHER S OFFICIAL LINE USING HARSH VERBAL ATTACKS ON ISRAEL BUT AVOIDING OVERTLY DEFAMING JEWS AND JUDAISM IN THE SYRIAN MEDIA HOWEVER ANTISEMITISM CONTINUES TO THRIVE

SHEDS NEW LIGHT ON THE RECENT HISTORY AND CURRENT POLITICS AND POLICIES OF THIS IMPORTANT

MIDDLE EASTERN COUNTRY THROUGHOUT THE LAST HUNDRED YEARS SYRIA HAS BEEN A CRUCIAL HUB OF MIDDLE EASTERN EVENTS THE BIRTH PLACE AND PULSATING HEART OF ARAB NATIONALISM THE OBJECT OF COLONIAL AND REGIONAL AMBITIONS IT HAS TRANSFORMED INTO A REGIONAL POWER EXERTING INFLUENCE OVER LEBANON AND THE PALESTINIANS IRAN S CLOSEST ALLY AND A THORN IN THE SIDE OF THE BUSH ADMINISTRATION ITAMAR RABINOVICH IS UNIQUELY QUALIFIED TO TAKE A PANORAMIC VIEW OF SYRIA S MODERN HISTORY AND CONTEMPORARY POLITICS AS A SCHOLAR HE SPENT THIRTY FIVE YEARS STUDYING SYRIA IN DIPLOMATIC ARCHIVES AND THROUGH THE RANGE OF SOURCES AVAILABLE TO CURRENT RESEARCH AS A DIPLOMAT HE WAS YITZHAK RABIN S CHIEF NEGOTIATOR WITH SYRIA AND ISRAEL S AMBASSADOR TO WASHINGTON AND THUS A KEY PARTICIPANT IN SOME OF THE EVENTS ADDRESSED IN THIS VOLUME THE TWENTY ONE ESSAYS COVER THE CENTURY FROM THE EVE OF THE FIRST WORLD WAR TO THE BUSH ADMINISTRATION S ROW WITH BASHAR AL ASAD THEY ARE FOCUSED ON THREE PRINCIPAL THEMES THE NOTION OF A SYRIAN ENTITY AND ITS TRANSLATION INTO A SYRIAN STATE IN ITS CURRENT BOUNDARIES THE CONFLICT BETWEEN RIVAL CONCEPTS OF THE POLITICAL COMMUNITY THAT INHABITS THE SYRIAN STATE AND ISSUES OF FOREIGN POLICY WITH A PARTICULAR EMPHASIS ON THE SYRIAN ISRAELI CONFLICT AND PEACE PROCESS THE MAIN THEMES OF SYRIAN HISTORY AND POLITICS ARE PICKED UP AT THEIR INCEPTION AND FOLLOWED THROUGH THE COURSE OF THE TWENTIETH CENTURY TO THE PRESENT DAY

A WORLD LIST OF BOOKS IN THE ENGLISH LANGUAGE

THIS WORK LOOKS AT EVENTS WHICH HAVE HAD FUNDAMENTAL IMPLICATIONS FOR THE GEOPOLITICAL RELATIONS IN AND WITH THE ASIA PACIFIC REGION IT COVERS ISSUES SUCH AS REGIONAL DEFINITION THE EMERGENCE OF REGIONAL INTEGRATION THE ROLE OF JAPAN CHINA RUSSIA AND INDIA AND SECURITY AND TRADE

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