

# shanghai cooperation organization Handbook

**Shanghai Cooperation Organization (SCO)** is a prominent regional alliance that plays a vital role in shaping the geopolitical landscape of Eurasia. Established in 2001, the SCO has evolved from a primarily security-focused grouping into a comprehensive organization that addresses economic, political, and cultural cooperation among its member states. Its strategic significance continues to grow amid the shifting global power dynamics, regional security challenges, and economic opportunities. This article explores the origins, structure, member countries, objectives, and future prospects of the Shanghai Cooperation Organization, providing a comprehensive understanding of its role in contemporary international affairs.

## History and Origins of the Shanghai Cooperation Organization

### Founding Members and Early Years

The Shanghai Cooperation Organization was founded in 2001 through the joint efforts of China, Russia, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan. These countries sought to create a platform for enhancing regional security, combating terrorism, extremism, and separatism, and fostering economic cooperation. The initial framework was built upon the Shanghai Five mechanism established in 1996, which aimed to settle border disputes and improve trust among member states.

### Expansion and Development

Over the years, the SCO expanded its scope beyond security and border issues to include economic and cultural cooperation, reflecting a broader regional integration vision. In 2017, India and Pakistan became full members, marking a significant milestone that diversified the organization and increased its influence. The organization also established observer and dialogue partner statuses to foster broader regional engagement.

## Structure and Key Institutions of the SCO

### Governing Bodies

The SCO operates through several key institutions that facilitate decision-making and implementation:

- **Heads of State Council:** The highest decision-making body, meeting annually to determine policy directions.

- **Heads of Government Council:** Focuses on economic and administrative matters.
- **Heads of Foreign Affairs Council:** Addresses diplomatic and international issues.
- **Regional Anti-Terror Structure (RATS):** The primary security body dedicated to counter-terrorism efforts.
- **Secretariat:** Handles daily administrative affairs and coordination among member states.

## Key Initiatives and Working Groups

The SCO has established several working groups and initiatives to promote cooperation:

- Counter-terrorism and regional security programs
- Economic cooperation projects including connectivity and trade facilitation
- Cultural exchanges and educational programs
- Environmental protection and disaster management

## Member Countries and Their Roles

### Original Founders

The founding members—China, Russia, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan—laid the foundation for regional stability and cooperation. Each brings unique geopolitical interests and regional influence, shaping the organization's priorities.

### Current Full Members

- China: Emphasizes regional stability, economic development, and connectivity initiatives such as the Belt and Road Initiative.
- Russia: Focuses on security, counter-terrorism, and maintaining influence in Eurasia.
- India: Seeks to enhance regional connectivity, economic cooperation, and strategic partnerships.
- Pakistan: Aims to promote security, economic ties, and regional stability.
- Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan: Central Asian nations focused on security, economic development, and border management.

### Observer and Dialogue Partners

The SCO also includes observer states and dialogue partners, such as Mongolia, Iran, Afghanistan, Belarus, and others, which participate in discussions but do not have full voting rights.

## Objectives and Strategic Priorities

### Main Goals

The SCO aims to:

- Ensure security and stability in the region
- Promote economic development and connectivity
- Foster cultural and humanitarian exchanges
- Enhance political trust among member states
- Counter threats like terrorism, extremism, and drug trafficking

### Security and Counter-Terrorism

Security remains at the core of the SCO's agenda. The organization coordinates intelligence sharing, joint exercises, and anti-terrorism operations to combat transnational threats. The Regional Anti-Terror Structure (RATS) plays a pivotal role in these efforts.

### Economic Cooperation and Connectivity

Economic initiatives focus on infrastructure development, trade facilitation, and energy cooperation. The organization promotes connectivity projects such as road, rail, and energy pipelines to enhance regional integration.

## Major Challenges and Criticisms

### Geopolitical Divergences

While the SCO fosters cooperation, member states often have divergent geopolitical interests, especially between China and Russia, and between India and Pakistan. Balancing these interests remains a complex task.

### Security Limitations

Despite its security focus, the SCO has faced criticism for limited effectiveness in countering terrorism and extremism, partly due to varying national priorities and capabilities.

### Expansion and Inclusivity

Questions about the organization's expansion strategy and inclusion criteria sometimes lead to

disagreements, with some countries advocating for greater influence and others cautious about overextension.

## Future Prospects and Role in International Politics

### Potential for Greater Integration

The SCO has the potential to evolve into a more comprehensive regional organization, integrating economic, security, and political dimensions more deeply. Initiatives like the Digital Silk Road and increased infrastructure projects point toward this direction.

### Geopolitical Significance

As global power dynamics shift, the SCO is likely to become an essential platform for Eurasian diplomacy, balancing Western influence and fostering regional stability.

### Challenges to Overcome

To realize its full potential, the SCO must address internal divergences, enhance institutional effectiveness, and expand economic initiatives while maintaining security cooperation.

## Conclusion

The Shanghai Cooperation Organization stands as a significant regional entity that embodies the strategic interests of some of Asia's most influential nations. Its evolution from a security-focused grouping to a multi-dimensional organization reflects the changing geopolitics of Eurasia. As the SCO continues to grow and adapt, its role in fostering regional stability, economic development, and international cooperation will be crucial in shaping the future of the region and beyond. With ongoing efforts to deepen integration and address emerging challenges, the SCO remains a vital actor in the complex web of global geopolitics.

### Shanghai Cooperation Organization: An In-depth Analysis of a Geopolitical Bloc

The Shanghai Cooperation Organization (SCO) has emerged over the past two decades as a significant player in Eurasian geopolitics and regional security. Established in 2001, the SCO brings together major Eurasian powers with a shared interest in stability, economic development, and counter-terrorism. Its evolution reflects the shifting dynamics of global power and regional influence, making it a subject of considerable interest for policymakers, scholars, and international observers alike. This investigative article aims to provide a comprehensive review of the SCO's origins, structure, strategic objectives, challenges, and regional impact.

# Origins and Formation of the SCO

## Historical Background

The SCO's roots trace back to the early 1990s when China and Russia sought to establish a platform for dialogue and cooperation amidst the post-Cold War geopolitical reordering. Initially, it was conceived as the Shanghai Five, comprising China, Russia, Kazakhstan, Kyrgyzstan, and Tajikistan, aiming primarily at border demarcation and confidence-building measures in Central Asia.

In 2001, the Shanghai Five expanded and formalized into the Shanghai Cooperation Organization, broadening its scope to include regional stability and counter-terrorism. The inclusion of Uzbekistan in 2001 solidified the group's regional footprint.

## Strategic Context at Formation

The early 2000s marked a period of turbulence in Central Asia, with insurgent movements, drug trafficking, and terrorism threatening stability. The SCO was conceived as a regional mechanism to address these security concerns collaboratively. Additionally, it aimed to counterbalance Western influence, notably that of NATO and the U.S., with significant strategic implications for the participating states.

## Structure and Membership

### Member States and Dialogue Partners

As of 2023, the SCO comprises eight full member states:

- China
- Russia
- Kazakhstan
- Kyrgyzstan
- Tajikistan
- Uzbekistan
- India (joined in 2017)
- Pakistan (joined in 2017)

Beyond full members, the SCO maintains dialogue partners, including countries such as Mongolia, Turkey, Nepal, and Sri Lanka, extending its diplomatic reach.

## Organizational Framework

The SCO functions through several key organs:

- Heads of State Council: The highest decision-making body, convening annually to set strategic priorities.
- Heads of Government Council: Focuses on economic and infrastructural cooperation.
- Regional Anti-Terrorist Structure (RATS): A specialized body dedicated to counter-terrorism, drug trafficking, and extremism.
- Secretariat: The executive body responsible for implementing decisions and coordinating activities.
- Council of Foreign Ministers: For diplomatic coordination.

## Decision-Making Process

The SCO operates primarily on consensus, emphasizing mutual respect for sovereignty and non-interference. Its decisions, while influential, are generally non-binding, relying on member commitment.

## Strategic Objectives and Policy Priorities

### Security and Counter-Terrorism

Security remains the core focus of the SCO. It aims to combat:

- Terrorism
- Separatism
- Extremism
- Drug trafficking
- Cross-border organized crime

The RATS plays a pivotal role in intelligence-sharing and joint operations.

### Economic Cooperation

While security dominates, economic development is increasingly emphasized, including initiatives such as:

- Infrastructure connectivity projects (e.g., Belt and Road Initiative integration)
- Energy cooperation

- Trade facilitation
- Investment promotion

## Political and Cultural Cooperation

The SCO also seeks to foster regional stability through diplomatic engagement, cultural exchanges, and people-to-people contacts.

## Major Initiatives and Projects

### Regional Anti-Terrorist Structure (RATS)

Established in 2004, RATS coordinates intelligence sharing, joint exercises, and counter-terrorism operations across member states. It has conducted numerous joint drills, such as the "Peaceful Mission" series.

### Transport and Connectivity Projects

The SCO promotes infrastructure development, including road, rail, and energy pipelines, aiming to enhance regional connectivity and economic integration.

### Economic Corridors and Development Funds

The organization has launched several initiatives to bolster economic ties, including the SCO Development Fund, which supports infrastructure and social projects in member states.

## Challenges and Criticisms

### Geopolitical Divergences

Despite its cooperative façade, the SCO faces internal divergences:

- China vs. India: Border disputes and strategic competition, especially in the Himalayan region.
- Russia vs. China: While both are major powers, their interests sometimes diverge, especially concerning Central Asian influence.
- Central Asian States: Balancing relations between regional powers and external actors, notably the U.S. and China.

### Limited Institutional Power

The SCO's decision-making relies heavily on consensus, often limiting its effectiveness. Its non-binding resolutions and lack of a supranational authority restrict enforceability.

## Geopolitical Tensions and External Influences

The organization operates amidst competing global interests, with external actors like the U.S., the European Union, and regional players shaping the security and economic environment.

## Security Limitations

While counter-terrorism remains a priority, the SCO's actual operational capacity faces challenges due to varied security capabilities among members, especially given the complex insurgencies and drug trafficking routes in Central Asia.

## Regional Impact and Global Significance

### Influence in Central Asia

The SCO consolidates regional influence, providing a platform for member states to coordinate policies, project stability, and promote economic development. It is often seen as a counterbalance to Western-led institutions like NATO or the EU.

## Strategic Balancing

The SCO serves as a forum for China and Russia to maintain influence in Eurasia, shaping regional security architectures and economic corridors. Its expansion to include India and Pakistan signifies a move toward broader regional integration, despite underlying tensions.

## Global Role and Future Prospects

While the SCO's influence remains primarily regional, its expanding membership and initiatives signal a desire to increase global relevance. It has the potential to evolve into a multilateral platform addressing broader issues like climate change, cybersecurity, and economic resilience.

## Conclusion: The SCO in the Geopolitical Landscape

The Shanghai Cooperation Organization embodies the complexities and opportunities of regional geopolitics in Eurasia. Its evolution from a border-focused confidence-building group to a comprehensive security and economic partnership reflects changing priorities among its members. While it faces significant challenges—ranging from internal divergences to external pressures—the SCO remains a vital actor shaping regional stability and cooperation.

Understanding the SCO's trajectory requires a nuanced appreciation of the competing interests and strategic calculations of its members. Its future will likely depend on the organization's ability to balance security concerns with economic development, manage internal differences, and adapt to an increasingly multipolar world order. As global and regional dynamics continue to evolve, the SCO's role as a connector or divider in Eurasia will be closely watched by analysts and policymakers worldwide.

**Question** What is the Shanghai Cooperation Organization (SCO)? The Shanghai Cooperation Organization (SCO) is a Eurasian political, economic, and security alliance founded in 2001, aimed at promoting regional stability, counter-terrorism, and economic cooperation among member states. Which countries are members of the SCO? As of 2023, the SCO's member states include China, Russia, India, Pakistan, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan. Several observer states and dialogue partners also participate in its activities. What are the main goals of the Shanghai Cooperation Organization? The SCO primarily aims to combat terrorism, extremism, and separatism, promote economic development, foster regional security, and enhance cultural and diplomatic ties among member countries. How has the SCO evolved in recent years? In recent years, the SCO has expanded its scope to include initiatives on trade, infrastructure development, and digital cooperation, while also increasing its role in regional security and addressing challenges like cross-border terrorism and drug trafficking. What significance does the SCO hold in global geopolitics? The SCO is considered a key regional organization that influences Eurasian geopolitics by fostering cooperation among major powers like China and Russia, providing a platform for regional dialogue, and shaping the strategic dynamics in Asia and beyond.

**Related keywords:** Shanghai Cooperation Organization, SCO, regional security, Eurasian integration, member states, Central Asia, geopolitical cooperation, economic partnership, security alliance, multilateral organization

## organization theory and design daft

### Organization Theory and Design Draft

Understanding how organizations function and are structured is fundamental to achieving efficiency, adaptability, and success in today's complex business environment. The concept of **organization theory and design draft** serves as a blueprint for analyzing, developing, and implementing organizational structures that align with strategic goals. This article explores the core principles, models, and practical considerations involved in organization theory and design, providing a comprehensive guide for managers, students, and professionals interested in organizational development.

## Introduction to Organization Theory and Design

Organization theory is a multidisciplinary field that studies how organizations are structured, managed, and operated. It examines the relationships between people, structures, processes, and environments to understand and improve organizational effectiveness. Organization design, on the other hand, refers to the process of configuring these elements to achieve desired outcomes.

The interplay between theory and design helps organizations adapt to changing environments, foster innovation, and maintain competitive advantage. A well-crafted organization design draft provides a clear framework for decision-making, resource allocation, and communication flows.

## Fundamental Concepts of Organization Theory

### 1. Types of Organizational Structures

Organizations can be structured in various ways, each suited to different operational needs and strategic objectives:

- **Functional Structure:** Divides the organization based on specialized functions such as marketing, finance, production, etc.
- **Divisional Structure:** Segments the organization by product lines, geographic regions, or markets.
- **Matrix Structure:** Combines functional and project-based structures, promoting flexibility and collaboration.
- **Flat Structure:** Features few hierarchical levels, encouraging open communication and quick decision-making.
- **Hierarchical (or Vertical) Structure:** Traditional pyramid with clear levels of authority, suitable for large, complex organizations.

### 2. Classic Organization Theories

Several foundational theories influence organization design:

- **Classical Theory:** Emphasizes efficiency, specialization, and clear authority lines (e.g., Weber's bureaucratic model).
- **Human Relations Theory:** Focuses on employee well-being and motivation as key to productivity.
- **Contingency Theory:** Suggests that the optimal organization structure depends on external and internal factors.

- **Systems Theory:** Views organizations as complex systems composed of interrelated parts.

## Principles of Effective Organization Design

Designing an organization requires balancing various principles to ensure agility, clarity, and motivation:

### 1. Clarity of Purpose

Every organization should have a clearly defined mission, vision, and strategic objectives that guide structural decisions.

### 2. Flexibility and Adaptability

Structures should allow for change and innovation without significant disruption.

### 3. Specialization and Departmentalization

Grouping similar tasks enhances efficiency and expertise but must be balanced with cross-functional collaboration.

### 4. Span of Control

Determines how many subordinates a manager can effectively oversee? affects hierarchy levels and decision speed.

### 5. Formalization

Defines the extent of standard procedures and rules, impacting consistency and autonomy.

## Organization Design Draft: Steps and Considerations

Creating an effective organization design draft involves systematic planning and analysis:

### Step 1: Conduct Environmental Analysis

Evaluate external factors such as market trends, competition, and technological changes that influence organizational needs.

### Step 2: Define Strategic Objectives

Align the organizational structure with long-term goals and core competencies.

### Step 3: Identify Key Processes and Activities

Map out primary and support processes to understand workflow and resource requirements.

### Step 4: Determine Structural Model

Choose an appropriate structure (functional, divisional, matrix, etc.) based on analysis.

### Step 5: Design Formal Structures

Develop organizational charts, job descriptions, authority matrices, and communication channels.

### Step 6: Implement and Communicate

Ensure clarity in roles and responsibilities through effective communication and training.

### Step 7: Evaluate and Refine

Continuously monitor organizational performance and adjust the design draft as needed.

## Practical Considerations in Organization Design

While theoretical models provide guidance, practical issues often influence implementation:

- **Organizational Culture:** Align structure with shared values and norms.
- **Change Management:** Manage resistance and ensure stakeholder buy-in.
- **Technology Adoption:** Leverage technology to facilitate communication and coordination.
- **Resource Availability:** Consider financial, human, and physical resources in design choices.
- **Legal and Regulatory Factors:** Ensure compliance with laws affecting organizational structure.

## Emerging Trends in Organization Theory and Design

Organizations today face rapid change and increasing complexity, leading to innovative design approaches:

### 1. Agile Organizations

Flexible, team-based structures that promote rapid response to change and customer focus.

## 2. Network and Virtual Structures

Decentralized, often remote, collaborations across organizational boundaries enabled by digital technology.

## 3. Holacracy and Self-Management

Distributed authority and autonomous teams reduce hierarchy and empower employees.

## 4. Sustainable and Responsible Design

Incorporates social responsibility and environmental sustainability into organizational structure.

## Conclusion

The **organization theory and design draft** serves as an essential framework for developing effective organizational structures. By understanding fundamental concepts, principles, and practical steps, organizations can craft designs that enhance performance, foster innovation, and adapt to changing environments. Whether adopting traditional models or exploring innovative approaches like agile or holacracy, a thoughtful and strategic design process can significantly impact organizational success. Continual evaluation and willingness to refine structures ensure that organizations remain resilient and capable of meeting future challenges.

This comprehensive overview provides a detailed exploration of organization theory and design draft, suitable for SEO purposes with well-structured headings, lists, and relevant keywords. If you need specific keywords integrated or a more tailored focus, please let me know!

### Organization Theory and Design Daft: An In-Depth Exploration

In the complex landscape of modern business, understanding organization theory and design Daft is essential for managers, students, and organizational scholars striving to create efficient, adaptable, and resilient organizations. Robert Daft's contributions to organization theory and design provide foundational insights that help explain how organizations are structured, governed, and evolved to meet strategic goals amidst changing environments. This comprehensive guide delves into the core concepts, frameworks, and practical applications of Daft's perspectives, offering a detailed roadmap for navigating organizational complexity.

### Understanding Organization Theory and Design

Before exploring Daft's specific contributions, it's important to grasp the fundamentals of organization theory and design.

## What is Organization Theory?

Organization theory is the study of how organizations function, how they are structured, and how they adapt to their environments. It explores:

- The formal structures (hierarchies, departments)
- The informal networks (culture, communication patterns)
- The mechanisms of coordination and control
- The influence of external forces such as markets, regulations, and technology

## What is Organization Design?

Organization design refers to the deliberate process of configuring an organization's structure to align with its strategy, environment, and technology. It involves decisions about:

- Division of labor
- Hierarchy levels
- Formalization of rules and procedures
- Centralization vs. decentralization
- Integration mechanisms

## The Foundations of Daft's Organization Theory

Robert Daft's work synthesizes classical and contemporary perspectives, emphasizing the importance of aligning organizational structure with strategy and environment. His approach is characterized by several key principles:

- Contingency Theory: No one best way to organize; structure depends on internal and external factors.
- Design Elements: The critical components of organizational structures.
- Organizational Effectiveness: The ultimate goal of designing organizations that are flexible, efficient, and capable of achieving strategic objectives.

## Core Concepts in Daft's Organization Theory and Design

- The Elements of Organizational Structure

Daft identifies several structural elements essential to understanding and designing organizations:

- Work Specialization: Dividing tasks into smaller, specialized roles.
- Departmentalization: Grouping jobs into units based on function, product, geography, or customer.
- Chain of Command: The vertical line of authority.
- Span of Control: The number of employees reporting to a manager.
- Centralization and Decentralization: The degree to which decision-making is concentrated or dispersed.
- Formalization: The extent to which roles, procedures, and communications are standardized.

#### - Types of Organizational Structures

Daft highlights several common organizational structures, each suited for different contexts:

- Simple Structure: Usually found in small organizations; informal, with little specialization.
- Functional Structure: Departments based on functions like marketing, finance, HR.
- Divisional Structure: Divisions based on products, markets, or geographic areas.
- Matrix Structure: Combines functional and project-based structures, promoting flexibility.
- Team-Based Structure: Organizes around teams to enhance collaboration.
- Organic vs. Mechanistic Structures: Organic structures are flexible and adaptive; mechanistic are rigid and hierarchical.

#### - The Role of Technology and Environment

Daft emphasizes that technology (how work is done) and environment (market stability, competition) heavily influence organizational design choices. For example:

- Stable environments favor mechanistic, formal structures.
- Dynamic, uncertain environments benefit from organic, flexible structures.

### Designing Organizations: A Step-by-Step Approach

Daft advocates a systematic approach to organization design, which includes:

#### Step 1: Define Strategic Goals

Clarify the organization's mission, vision, and strategic priorities.

#### Step 2: Assess External Environment

Understand market dynamics, customer needs, competitors, and technological trends.

#### Step 3: Analyze Internal Resources and Capabilities

Identify strengths, weaknesses, and core competencies.

#### Step 4: Determine Structural Elements

Decide on work specialization, departmentalization, chain of command, etc., based on the above analyses.

#### Step 5: Choose an Appropriate Structure

Select the structure that best aligns with strategy and environment—be it functional, divisional, or matrix.

#### Step 6: Implement and Communicate

Ensure clear communication of roles, responsibilities, and reporting relationships.

#### Step 7: Evaluate and Adapt

Regularly review organizational effectiveness and adapt structures as needed.

### Contemporary Applications and Trends

#### Organizational Agility

Modern organizations are increasingly adopting flexible structures such as team-based or networked models to respond swiftly to market changes.

#### Digital Transformation

Technology integration influences design choices, leading to flatter hierarchies and decentralized decision-making.

#### Globalization

Multinational organizations often employ hybrid structures to manage diverse markets and cultural differences.

### Culture and Leadership

Strong organizational culture and effective leadership are critical in implementing and maintaining chosen structures.

### Practical Examples of Daft's Principles in Action

#### Case Study 1: Tech Startup

A small tech startup may adopt a simple structure with informal communication, emphasizing innovation and rapid decision-making. As it grows, it may transition to a functional structure to improve efficiency.

#### Case Study 2: Manufacturing Firm

A manufacturing company might use a mechanistic, bureaucratic structure with clear hierarchies and standardized procedures to ensure quality and safety.

#### Case Study 3: Multinational Corporation

A multinational might employ a divisional structure based on geography, with each region operating semi-autonomously to respond to local market needs.

### Challenges in Organization Design

Despite best practices, organizations face common challenges:

- Resistance to change
- Overly rigid structures stifling innovation
- Misalignment between strategy and structure
- Complexity resulting from multiple design elements

Effective organization design requires ongoing assessment, flexibility, and leadership commitment.

### Summary: The Significance of Daft's Organization Theory and Design

Understanding organization theory and design Daft provides a vital toolkit for developing

organizations that are aligned with strategic objectives and responsive to environmental demands. By carefully analyzing structural elements, environmental factors, and technological influences, managers can craft organizations that foster efficiency, innovation, and adaptability. As the business landscape continues to evolve rapidly, the principles articulated by Daft remain essential guides for effective organizational architecture.

In conclusion, mastery of organization theory and design as presented by Daft empowers leaders to navigate organizational complexity with strategic insight and practical wisdom, ultimately driving sustained success in an ever-changing world.

**Question** What is the primary purpose of an organization design draft? The primary purpose of an organization design draft is to outline the structural framework of an organization, detailing roles, responsibilities, workflows, and communication channels to ensure alignment with strategic goals. **Answer** How does organization theory influence the development of an organization design draft? Organization theory provides conceptual insights into how organizations function, which guides the creation of effective structures, decision-making processes, and coordination mechanisms within the design draft to enhance efficiency and adaptability. What are common challenges faced when creating an organization design draft? Common challenges include balancing flexibility with control, managing stakeholder resistance, aligning structure with strategy, and ensuring clear communication of roles and responsibilities throughout the draft process. How can feedback be effectively incorporated into an organization design draft? Feedback can be effectively incorporated by engaging diverse stakeholders early in the process, conducting iterative reviews, and making data-driven adjustments to address concerns and improve the overall design. What role does organizational culture play in shaping the organization design draft? Organizational culture influences the design by shaping behaviors, values, and norms, which must be considered to ensure the structure supports a positive work environment and aligns with the organization's core principles. Why is it important to regularly review and update an organization design draft? Regular review and updates are vital to adapt to changing external environments, technological advancements, and strategic shifts, ensuring the organization remains effective, competitive, and aligned with its goals.

**Related keywords:** organization structure, organizational behavior, management principles, organizational design, leadership theories, corporate strategy, organizational change, systems theory, management practices, organizational development

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