

A MANAGEMENT SYSTEMS PERSPECTIVE OF ISLAMIC TERRORISM: A CASE  
STUDY OF ISLAMIC LAW

by

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## Abstract

This study examined Islamic Law from a unique perspective that has not been utilized before now. It was not a religious analysis on the value of Islam nor did it place a value judgment on Islam as a religion; rather, this study utilized a management systems perspective to analyze how Islamic Law provides organizational and management guidance for Islamic terrorist organizations conducting their world war against non-Muslim states and especially against the United States. Because Islamic Law (Shari'a) governs all aspects of Muslims' lives, it was a reasonable assumption that Shari'a provides guidance for terrorists' actions. The study identified the organizational and management attributes embedded in Islamic Law by focusing on a textual analysis of the Qur'an<sup>1</sup> and selected supporting texts. The evidence that an organizational and management structure is embedded within Islamic Law indicates that taking a comprehensive systems approach to understand Islamic terrorism could inform the national debate on how to better understand this phenomenon, add to the body of knowledge regarding the relationship of religious beliefs and management practices, and possibly provide insight that could lead to the defeat of Islamic terrorists.

KEY WORDS: Islamic Law; Islamic Terrorism; Organizational and Management Systems; Case Study

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<sup>1</sup> While "the most commonly used spelling by English speakers..." for the Muslim Holy Book is 'Koran'" this researcher will use "...the best technical term...Qur'an" (Elass, 2004, p. 178).

## Dedication

This dissertation is dedicated first to my best friend—my wife, whose incredible patience coupled with her love, faith, and encouragement, provided the gentle nudges to help me achieve this life-long goal. Without her support, this accomplishment would not have been possible. Secondly, this dissertation is dedicated to my children whose support and encouragement were needed throughout this journey. Thirdly, this dissertation is dedicated to the American military: our soldiers, sailors, airmen, and marines; including our civilian personnel in the Department of Defense and the national Intelligence Community, who bear the heavy cost of keeping America free. Knowing that freedom is not free, these brave men and women have dedicated their lives in service of our country. They endure innumerable hardships: constant deployments; family separations; sometimes sustaining life-altering injuries; and, from time to time, paying the ultimate sacrifice. For these unsung heroes truly are Thomas Jefferson’s patriots. As he so eloquently stated: “The tree of liberty must be refreshed, from time to time with the blood of patriots and tyrants” (as quoted in Bartlett, 1980, p. 388).

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## CHAPTER 1. INTRODUCTION

### Introduction to the Problem

September 11, 2001 launched the United States into a new era: the day began with the worst attack against the country since the Japanese surprise attack on Pearl Harbor, on December 7, 1941. Unlike World War II, when the U.S.' enemies were the two nation states of Japan and Germany, on September 11, 2001, according to contemporary wisdom, the U.S. became engaged in a World War against an ideal: Islamic Terrorism. "The first World Trade Center bombing, in 1993, signaled the rise of [this] new kind of terrorism, not sponsored by any state, not directed toward any particular political end, but intended just to kill as many Americans as possible (May, 2005, p. 5). This faceless enemy transcended the globe and included Osama bin Laden's transnational al Qaeda network, the Taliban operating in Afghanistan, and nation-state-sponsored terrorism supported by "Iran, Syria, Sudan, North Korea, and Cuba" (The White House, 2006, September, p. 15).

Islamic terrorists attacks on the Pentagon and the World Trade Center were not the first attacks against the U.S. by Osama bin Laden's "transnational al Qaeda network "Al Qaeda is believed to have aided the first attack against the World Trade Center in May 1998" Osama bin Laden declared war (jihad) "on 26 August 1996...and again on 23



February 1998” against the United States (Knapp, pp. 88-91). The 1998 declaration of war was:

Also signed by the heads of four other terrorist groups, explicitly calling on Muslims worldwide to fulfill their ‘individual duty’ to kill Americans—whether military or civilian—‘in any country it is possible to do it.’ And [Osama bin Laden] made similar statements in press interviews in the following months. (9/11 Commission Staff Statement No. 15, 2004, June 17 as cited in MacEachin, 2005, p. 120)

In addition, the “U.S. intelligence [community]...learned” the 1996 declaration of war “was a repetition of a declaration he had been *preaching* [italics added] to his organization since the early 1990s” (MacEachin, 2005, p. 120). Muslims were being called to conduct jihad against Americans and the West.

While “Muslims...have disagreed throughout their history about the meaning of the term jihad...Muslim radicals [focus] on the physical, violent form of struggle to resist what they see as cultural, economic, military, and political assaults.” Historically, “‘jihad’ means ‘struggle’ or ‘striving’; it does not mean ‘holy war’”; although, “in the *hadith*, the second-most authoritative source of the *Shari’a* (Islamic law), jihad is used to mean armed action” (Lewis, 1988, as cited in Knapp, 2003, September, pp. 82-83). Islam divides the world into two territories: “the Dar al-Islam (territory under Islamic control) and the Dar al-harb (territory of war).” Countries that allow freedom of religion, are governed by the rule of secular law, or have a state-sponsored religion other than Islam are considered to be in the “territory of war” which includes 100% of non-Muslim countries. The citizens of these non-Muslim countries are considered to be either “People of the Book’ (mainly Jews and Christians” and polytheists).” Islamic jurists view this division as a “conflict” that requires action to establish a one-world order, to establish

Islamic Law in every country throughout the world. Therefore, jihad's primary focus is "political": institute "a single, unified Muslim realm...[and create]... a just political and social order (Streusand, n.d., as cited in Knapp, 2003, September, pp. 82-83).

During informal discussions regarding Islamic terrorism and Islamic Law with other members of a professional development course, the study's focus began to take shape: Islamic terrorism is a complex phenomenon and understanding multifaceted issues requires a multifaceted approach. War by its very nature is complex; conducting a world war even more so; and, fighting a faceless enemy apparently not supported by a specific nation state actor adds a level of ambiguity that makes war of this nature seemingly impossible to comprehend.

Considering the complexity involved in this war Islamic terrorists unleashed against the United States in 2001, a complex approach to better identify and understand the underlying issues might be warranted. Since Muslims are subject to Islamic Law in everything they do, including conducting jihad and waging war against the United States, attempting to better understand Islamic Law from a systems perspective and examining its organizational and management implications might yield important insights for the American public, U.S. policymakers, and U.S. war fighters.

### Background of the Study

Islam means "the religious faith of Muslims including belief in Allah as the sole deity and in Muhammad as his prophet" (*Merriam-Webster's Collegiate Dictionary*, 2003, p. 663). It also means "the group of modern nations in which Islam is the dominant religion" (p. 663). It is "composed of three parts: its Holy texts (Koran, Hadiths, and

Shari‘a [Islamic Law]), the people, and the clerics (who provide political and military, as well as religious guidance)” (Gawthrop, 2004, p. 30). Furthermore, “*Islam* means submission, the believer’s submission to Allah” with “submission” being the “dominant principle inherent in all manifestations of Islam: in its ideas, forms, ethics, and worship” (Goldziher, 1910/1981, pp. 3-4).

Islamic Law is a foreign concept to most Americans who have not been exposed to the oppressive control it has on Muslims, their societies, and their systems of government. Its characteristics differ significantly from the American concept of law. There are no aspects of Muslims’ lives that Islamic Law does not cover with examples ranging from “eating and drinking table manners” to supervising “the workings of society” including “government and statecraft” and establishing societal laws. Based on Islamic Law, Muslim scholars supervise all aspects of Muslim society (Bakhtiar, 1996, pp. xxiii-xxxv).

The Koran, Sunna, consensus, and reasoning by analogy are the four segments that comprise Islamic Law (Bakhtiar, 1996; Hallaq, 1997). The Koran takes precedence over the remaining three sources; the Sunna,

or example of the Prophet [Mohammed which is] second in order of importance... [and] provided the greatest bulk of material from which the law was derived. [Consensus], a sanctioning instrument whereby the creative jurists... representing the community at large, are considered to have reached an agreement, known retrospectively, on a technical ruling, thereby rendering it as conclusive and as epistemologically certain as any verse of the Quran and the Sunna of the Prophet... The process of reasoning... represent[s] the fourth source of the law (Hallaq, 1997, p.1)

All Muslims are subject to Islamic Law; therefore, it can be argued that Islamic terrorists groups do not serve a particular country; rather, they adhere to a philosophy

based on teachings from their religious leaders that stem from Islamic Law. These groups are not organized as a unified terrorist group; yet, Islamic terrorist organizations demonstrate an amazing resiliency to remain organized after suffering substantial losses on the battlefield. Therefore, it is probable some high-level organizational and management structure and doctrine exist that provides direction and guidance to the various Islamic terrorists' organizations. This study posits that Islamic law has embedded within its religious doctrines and teachings an organizational and management structure coupled with a doctrine of centralized control and "decentralized execution" (Gawthrop, 2004, p. 28) to guide Islamic terrorists in their world war against the United States and other nations not subject to Islamic Law.

Drawing an analogy from religion's impact on the rise of capitalism in the West and more specifically, in America, it is logical to research the religious aspects of Islam and Islamic Law and their associated influence on the management of Islamic organizations. In America, for example, there has been a century of debate on religion's impact on capitalism and an associated rich body of academic literature supporting this scholarly discussion (Barro, 2004, Winter; Bucholz, 1977, Fall; Crowell, 1996; Dawson, 1999; McCarthy, 1996, January/February; Mihelich, 1999; Pace, 1983; Sanderson, 1998; Schindley, 2000; Sexaur, 2003; Smith, 1975; Trebsch, 2001; Weber, 1930). This debate has centered on Weber's Protestant Work Ethic, a 19<sup>th</sup> Century thesis drawn from Calvinist religious teachings, and its resulting impact on American capitalism.

## Statement of the Problem

Following the unprovoked 9/11 Islamic terrorist attacks against the U.S., America transitioned from a nation at peace to a nation at war and this warfare continues with Islamic terrorists attacking American interests throughout the world. In response, the U.S. military has routed the Taliban from controlling Afghanistan, defeated the Iraqi Republican Guard, removed Saddam Hussein as dictator of Iraq and facilitated the first democratic elections in the history of Iraq; yet, Islamic terrorist networks continue fighting and threatening to detonate weapons of mass destruction on American soil, as reported in the American mass media. On July 12, 2006, the Hezbollah terrorist group operating in southern Lebanon, “abducted two Israeli soldiers from the Lebanon border, two weeks after Hamas militants captured an Israeli soldier.” In response to these attacks, Israel attacked Hezbollah and entered southern Lebanon by force, to destroy the terrorists’ organization and to provide a buffer zone for Israel (Mitnick, 2006, July 30, pp. A1, A3).

Islamic terrorists have been launching state-sponsored attacks against America for more than 20 years. During the 1970s, “Ayatollah Ruhollah Khomeini began sending Pasdaran—Iranian Revolutionary Guards—to the Lebanese Bekaa Valley to organize, train, and equip the poorly armed...militias into an effective politico-military force. Hezbollah was the result—and almost immediately, Americans began to die” (North, 2006, July 30, p. B1). Recent reports suggest Hezbollah has “sleeper cells” capable of attacking “throughout the world,” including maintaining a “sizeable presence in the United States.” In addition, the Iranian Hezbollah spokesman said, “we have 2,000 volunteers....If America wants to ignite WWII, we welcome it.” Furthermore, ABC

News reported that prior to “Sept. 11, 2001...some U.S. officials were more concerned about Hezbollah than al Qaeda” (Thomas, 2006, Paras. 5-17). Finally, North considers the Hezbollah terrorists as “second only to Al Qaeda in lethality:

1. April 18, 1983: a suicide bomber driving a pickup truck loaded with explosives rams into the U.S. Embassy in Beirut, killing 63, including 17 Americans. A second attack on the Embassy Annex in September kills two more Americans and injures 22 others.
2. October 23, 1983: a suicide bomber detonates a truck full of explosives inside the U.S. Marine barracks near Beirut International Airport, killing 241 U.S. servicemen.
3. December 12, 1983: Hezbollah operatives attack the U.S. Embassy in Kuwait. Nearly simultaneous attacks are carried out against the emir of Kuwait, the French Embassy, the airport, a major oil refinery and an American residential compound...six people die; more than 80 are wounded.
4. June 14, 1985: TWA Flight 847 is hijacked and landed at Beirut International Airport. During the seven-day stand off, U.S. Navy Seabee Diver Robert Stetham is murdered aboard the aircraft and his body dumped on the tarmac.
5. April 2, 1986: A bomb aboard TWA Flight 840, en route from Rome to Athens kills four Americans, including an infant girl.
6. Feb 17, 1988: U.S. Marine Col. William Higgins, assigned to the United Nations Peacekeeping Force for Lebanon, is kidnapped, tortured and murdered.
7. In a wave of kidnappings between 1982 and 1988, Hezbollah took more than 30 Westerners hostage in Lebanon....Though most survived...some...were tortured to death.
8. On June 25, 1996, the Khobar Towers complex in Saudi Arabia was bombed, killing 19 U.S. Air Force personnel, and wounding more than 400. (p. B1)

The preceding is an incomplete list of all terrorists’ activities and attacks. Islamic terrorists have been conducting global warfare against the U.S. during the last three decades of the 20<sup>th</sup> Century: the terrorists have been at war with the U.S. only America was not cognizant it was a nation at war until the terrorist attacks of September 11, 2001

(Sims & Gerber, 2005). Today, the significant difference is the U.S. is engaged in large-scale military operations to combat terrorism.

Combating terrorism is a grave responsibility for the U.S. government and the international community. Failing to comprehend its nature could lead to an inability to properly prosecute the Global War on Terrorism which could have deleterious effects on the American way of life. Islamic terrorism is a faceless enemy supported by specific nation states; it uses Islamic Law as a foundation for its ideology; it relies on Islamic clerics to preach the value of their ideology to draw support from Muslims worldwide; and, there are social, political, economic, and international political considerations. Understanding terrorism is a complex undertaking; therefore, this researcher posits that Islamic terrorism is a complex organizational system and in order to better understand this complex phenomenon, the U.S. government should examine Islamic terrorism from a management systems perspective.

### Purpose of the Study

This study was not a religious analysis of the value of Islam; rather, this study used a systems perspective to analyze how Islamic Law may provide organizational and management guidance for Islamic terrorist organizations to conduct its world war against non-Muslim states and especially against the United States. In other words, the study's purpose was to identify organizational and management guidance embedded in Islamic Law by focusing on a textual analysis of the Qur'an<sup>2</sup> and selected supporting texts.

Evidence of an organizational and management structure embedded within Islamic Law

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<sup>2</sup> While "the most commonly used spelling by English speakers..." for the Muslim Holy Book is 'Koran'" this researcher will use "...the best technical term...Qur'an" (Elass, 2004, p. 178).

indicates that taking a comprehensive systems approach to understand Islamic terrorism could inform the national debate on how to better understand this phenomenon, add to the body of knowledge regarding the relationship of religious beliefs and management practices, and possibly provide insight that could lead to the defeat of Islamic terrorists.

### Rationale

This research was unique because it was never accomplished before now in the U.S. No other studies were found that examined the potential ways that organizational and management guidance Islamic Law may provide to Islamic terrorist organizations.

### Research Questions

The purpose of this study was addressed by answering the following questions:

1. What attributes describe organizations?
2. What organizational systems perspective best describes Islamic Law?
3. What organizational attributes describes Islamic Law?
4. How does Islamic Law provide management guidance to Islamic Organizations?
5. How does Islamic Law direct an organizational structure for Islamic organizations?
6. How does Islamic Law guide managerial decision making for Islamic organizations?
7. How does Islamic Law direct a command and control structure for Islamic organizations?
8. How does Islamic Law guide organizational communications for Islamic organizations?



9. What type of business ethics does Islamic Law direct for Islamic organizations?

### Significance of the Study

This study will contribute to an improved understanding of how Islamic terrorist organizations organize and manage their organizations in their world war against non-Muslim countries. The results of this study may have U.S. policy implications regarding the prosecution of the Global War on Terrorism by informing the national debate on how to effectively prosecute the war. The study may also provide different perspectives on how to study and analyze Islamic terrorist organizations.

### Definition of Terms

Since many of the terms associated with Islamic jurisprudence will be unfamiliar to the reader, definitions are provided at Appendix A, to assist in reading this document. In addition, the reader will notice multiple definitions for most terms with the last definition being derived from *Merriam-Webster's Collegiate Dictionary*, when the term is included in the dictionary. This approach attempts to mitigate the problem of relying on a single source when attempting to understand the precise meaning of words that have been translated from Arabic and other languages into English.

### Assumptions and Limitations

#### *Assumptions*

There are 14 assumptions underlying the proposed study: 6 ideological assumptions and 8 procedural assumptions. The 6 ideological assumptions are:

1. For a variety of reasons, it is assumed the researcher is capable of conducting a reasonably unbiased intellectual analysis of Islamic Law. He has a demonstrated ability of utilizing sound critical thinking skills in his academic and professional careers, which will be carried into the conduct of this study, even though his values, attitudes and beliefs reflect a Judeo-Christian background, a lifetime of study in oriental martial arts, and an American military bias.
2. Because of the pressures to represent Islam in a positive manner (Gawthrop, n.d.), Islamic Law prevents Muslims, including Islamic jurists and Islamic scholars from conducting a critical analysis of Islam or Shari'a to prevent potential negative publicity. It is not that Muslims, Islamic jurists, or Islamic scholars are not able to critically analyze Islamic Law; rather, they are not allowed to make negative comments concerning Islam.
3. Islam and Islamic terrorism are complex organizational systems and Islamic Law is a complex system having a profound impact on Islamic terrorist actions.
4. Taking a systems perspective on Islamic Law is an epistemological sound approach. Based on the researcher's systems knowledge, any multifaceted entity can be better understood using a systems perspective to identify the numerous factors impacting, influencing, and guiding said entity.
5. American and westernized management constructs and systems have reasonable validity and application in Muslim societies.
6. The conclusions derived from this study about management guidance, organizational structure, etc., were reasonably accurate and valid as a construct in suggesting how Islamic terrorists may perceive and potentially act upon the same information.

The 8 procedural assumptions are:

1. It was unnecessary to conduct a literature review on the fundamentals of organizational structure, managerial control, and organizational ethics because it was outside the scope of this dissertation.
2. Due to their complexity, there are aspects of reality that cannot be quantified (Locke, Spirduso, & Silverman, 2000) and this includes Islam, Islamic Law, and Islamic terrorism. They are immensely complex and this complexity forms the basis of the third procedural assumption.
3. Due to the complexity of the Islamic Law system, this case was bounded and only a textual analysis of the Qur'an was accomplished, even though there are

three additional sources of the Law. Denzin and Lincoln (2005) support this assumption by stating, “each researcher has to make a choice” regarding “...how much and how long the complexities of the case should be studied. Not everything about the case can be understood” (p. 448).

4. A textual analysis of five texts that assist Muslims in understanding the complexity of Islamic Law compensated for the potential biases that may originate from the second and third assumptions
5. The fifth procedural assumption dealt with the abstruse nature of Islamic Law (Hallaq, 1997). Even though this researcher is not Muslim, an Islamic jurist or scholar, and not fluent in the Arabic language, it was assumed that he had the capacity to adequately understand the organizational and management implications that might be embedded in Shari‘a by drawing on his organizational and management expertise coupled with his comprehensive understanding of organizational systems theory.

In most cases...it is not difficult to see the real point of a verse or the basic import of a given injunction. The Qur’an, for the most part, explicitly states why an order is being given or a statement or comment is being made, even though it rarely refers to a specific case by name (p. 18). Erwin’s (2001) review of the literature on Islamic Law further supports this assumption.

Erwin states:

The presumption of the classical jurists is that the language in the Qur’an is straightforward...It follows that great attention is accorded to a literal interpretation of the Qur’an and the Sunna...facilitated by clear and definite or unambiguous texts...Their meaning is so clear that it produces certitude in the mind of the jurist... (Hallaq, n.d., pp. 42-117, as cited in Erwin, p. 31).

6. Islamic terrorists originate from throughout the Muslim world. According to The White House’s (2006, September) U.S.’ *National Strategy for Combating Terrorism* there are “five state sponsors of terrorism: Iran, Syria, Sudan, North Korea, and Cuba” (p. 15). Islamic terrorists originate not only in these seven countries but also from other Muslim countries including Afghanistan, Indonesia, Iraq, Kuwait, Libya, Oman, Pakistan, Saudi Arabia, and the United Arab Emirates. Based on the Muslim demographics for the 16 countries identified above using the Central Intelligence Agency’s (2006, August) *The World Factbook: Field Listings—Religions*, it shows that the Muslim world is overwhelmingly Sunni, with the exception of Iran where the majority of Muslims are Shi’a.
7. A Sunni translation of the Qur’an, originally published in Saudi Arabia, is the most widely accepted translation for Sunni Muslims, who constitute the majority of the world’s Muslims.

8. The textual analysis of the supporting texts provided sufficient coverage of Shari‘a because those texts incorporated teachings from the Sunna, hadiths, and analogical reasoning in addition to Qur’anic teachings. Conducting a textual analysis on the five supporting texts expanded the case study’s boundaries because the additional components of Islamic Law were, at least partially, investigated for their organizational and management implications. In addition, the copious explanatory notes and hadiths in the primary translation of the Qur’an also expanded the case study’s boundaries.

### *Limitations*

There are five limitations about this research.

1. Perhaps the greatest limitation of this study was this researcher’s lack of fluency in Arabic; therefore, all sources reviewed, including the Muslim Holy Book, the Qur’an, were English translations from the original texts. Since the ninth century, early Muslim leaders considered “a masterly knowledge of the Arabic language to be one of the qualities necessary for a ‘proper understanding’ of the texts” because “no foreign vocabulary may be found in [the Koran] and that it was revealed in pure Arabic” (Hallaq, 1997, p. 24). Keller states in his forward to Ibn Naqib al-Misri’s (d. 1368/1994) *Reliance of the Traveller: A Classic Manual of Islamic Sacred Law*, “The untranslatability of the Holy Koran is fully acknowledged by the translator...[and] the English by no means purports to be or to imitate the word of Allah Most High (pp. xi-xii).

Even Islamic jurists have differing perspectives on the meaning of Arabic words, which complicates understanding from an English language perspective. Hallaq (1997) states:

The great majority of legal theorists maintain that most words in the Arabic language are used in their real sense [although] some jurists...have taken the position that tropes do not occur [in Arabic. Although, other jurists]...have admitted the existence of metaphors in the language, but rejected the claim that the Qur’an contains any such words. (p. 43)

Additionally, other sources reviewed were originally written in languages other than Arabic or English, which again, were translations from the original.

2. A second limitation dealt with analogy by reasoning which constitutes the fourth element of Islamic Law (Bakhtiar, 1996; Hallaq, 1997). Due to the nature and the corresponding difficulty of attempting to analyze analogical reasoning as the fourth source of Islamic Law coupled with this researcher’s lack of expertise in Islamic jurisprudence, this element was not examined.

3. A third limitation was found in using the systems perspective. The very nature of the systems perspective makes it problematical to investigate any system, including Islamic Law and reduce it into its constituent parts for the purpose of scholarly examination. Additionally, because complex systems have numerous interrelated parts, and Shari'a is a complex system, investigating all aspects of Islamic Law from a systems perspective extended well beyond the scope of this dissertation.
4. The next limitation was related to the previous. Because Islamic terrorists increased the carnage in their world war against the U.S. in September 2001, by murdering nearly 3,000 Americans and they continue to attack U.S. interests around the globe, a fourth limitation is contemporary Islamic teaching was not examined as a systems element of Islamic terrorism. The contemporary rhetoric from Islamic clerics could have potentially introduced a negative bias in this study's findings.
5. The potential for bias was a fifth limitation. The study excluded Muslim academics from the dissertation committee, which had the potential to introduce a negative bias. The justification for this decision was based on anecdotal evidence found that when Muslims are members of master's-level thesis and doctoral-level dissertation committees, they tend to emphasize Islam's non-controversial aspects at the expense of objective critical analysis. Islamic Law may support this approach: "Within Sunni tradition, a primary legal reference is Ahmad ibn Naqib al-Misri's [d. 1368/1994] *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law*." These sources "exert pressures inducing bias, obstructing objectivity, and creating a Teflon effect which is intolerant of derogatory comments concerning Islam or Muslims...including lying and subterfuge by Muslims when...trying to ascertain the inner workings of Islamic institutions and processes..." (Gawthrop, n.d., pp. 1-3).

Furthermore, Gawthrop states:

A survey of thesis and dissertations available through Digital Dissertations identifies a large number of academic products addressing Islamic topics. A review of these scholarly works gives anecdotal evidence that Islamic topics are treated by Muslim authors with a positive bias while non-Muslim authors tend to be more critical. In cases where Muslims comprise Thesis or Dissertations committee membership, thesis and dissertations tend to suppress criticism and accentuate more laudatory interpretations of the Islamic issues under discussion. Objective analysis appears to give way to positive bias under Islamic tutorage even in main stream academia.

Given the broad religious, legal and scholarly inertia toward projecting a positive bias when discussing Islamic topics *and* [underline in original] the possible extension of that trend in mainstream U.S. academia and scholarship, it becomes essential that

researchers exert more than the usual care when relying on Muslim sources....The existence of specific provisions in Islamic law to intentionally conceal and mislead requires analysts to exercise extreme caution when relying on Muslim sources. (pp. 6-7)

Agrama (2005) studied an Egyptian Islamic Law case that stemmed from a university professor's remarks when he "vocally criticized the Islamic Banking institutions in Egypt that one of the influential members of his [tenure] review committee had worked to establish." Subsequent to this criticism, the professor "was accused by a set of private citizens—some of them professors from his own university—of having written academic works that amounted to apostasy." The complainants in the case used a concept "called *hisba*...defined within Islam as the commanding of the good when it is manifestly neglected, and the forbidding of the evil when its practice is manifest." The Egyptian Appeals Court declared the professor "an apostate" and annulled "his marriage" This decision was controversial causing the Egyptian government "to enact legislation restricting the use of *hisba* to public officials only (pp 23-25).

MacEoin (2006, fall) discussed "a particularly flagrant example of academic suppression in a modern Shi'ite context...in the case of...a prominent Shi'ite academic, professor of religious studies at the University of Virginia"(Columbia University of South Carolina Press, 1988, as cited in MacEoin, 2006, fall, para 23). Members of the local Virginia Muslim community complained about the professor's "teachings and writings about Islam" and "in August 1998" the professor met with grand Ayatollah Ali Sistani in Najaf, Iraq." During the meeting, "Sistani demanded that the...[professor] could no longer 'express any opinions in matters dealing with Islam, its religion, and its teaching'" because of "theological errors" (Sachedina, n.d., as cited in MacEoin, 2006, fall, para 23).

The pertinent aspect of these cases is that it supports Gawthrop's (n.d) anecdotal evidence above and confirms the decision to exclude Muslim academics from this researcher's dissertation committee. Cook (2003) devotes an entire tome to the topic of *Forbidding Wrong in Islam* which further supports this decision.

Given the absence of Muslim academics from the dissertation committee coupled with the researcher's Judeo-Christian background, a lifetime of study in oriental martial arts, and substantial American military experiences, he may have been overly critical in his analysis. Additional insight into his perspective that may bias this study is elucidated at Appendix B.

## Nature of the Study, or Theoretical/Conceptual Framework

Since readers need to know what biases researchers bring to their studies (Locke et al., 2000), Appendix B provides an expanded explanation on how this researcher's perspective has been shaped by previous life experiences including prior education, military service, university teaching, and current work . To summarize, he takes a systems perspective in understanding complex phenomena and considering the complexity of Islamic terrorism, this is the approach that seemed most valid for the purposes of this case study.

This study was a qualitative case study on Islamic Law with nine embedded units of analysis or a Type 2 single case embedded design according to Yin (2003b). "The case is singular, but it has subsections" (Stake, 2005, p. 449) and in this study, the singular case was Islamic Law and the subsections were the nine texts that were analyzed within the scope of Islamic Law. While this method was not the only valid approach to studying the issue, it took a critical thinking approach. One of the salient aspects of critical thinking is considering different perspectives of issues under consideration and this methodology utilized a unique viewpoint to study Islamic terrorism. As Stake (1995) suggests, "good research is not about good methods as much as it is about good thinking" (p. 19). In addition, this approach provided the potential to understand the influence Shari'a may have on Islamic terrorism that other Americans have yet to discover.

A "*purposeful...and intentionally nonrandom*" approach was used to select the case study's samples. The nine works selected for the textual analysis of Islamic Law were chosen because the expectation was they would "yield the most information about the topic under investigation" (Leedy & Ormrod, 2005, p. 145). The sampling selection

was designed to strengthen the study's findings because "multiple-case sampling" or in this case, multiple textual analysis, "adds *confidence* to [the] findings" (Miles & Huberman 1994, p. 29). The first four selections were different translations of the Qur'an and the final five selections were supporting texts that assist Muslims in their understanding of the teachings of the Qur'an and Islamic Law. Table 1 lists this study's selected texts which essentially describes and bounds this case.

This study was an interdisciplinary case study using a systems perspective. It drew on organization and management knowledge, systems knowledge, and information from Islamic Law. It was partly historical: a textual analysis of Islamic Law and supporting texts, some of which were developed early in Islamic history. It was partly contemporary in focus: to analyze how Islamic Law provides organizational and management guidance for Islamic terrorist organizations prosecuting their world war against the United States.

A 22-step research design predicated on how to answer each of the research questions above, was used.

### Organization of the Remainder of the Study

This study is organized into six chapters.

Chapter 1 is an introduction to the problem, including background, the statement of the problem, purpose of study, rationale, research questions, significance of study, definition of terms, assumptions, limitations, and nature of the study.



Chapter 2 presents the literature review addressing organizational systems, history of American religious values on American management practices, Islamic law and organizational and management systems implications of Islamic Law.

Chapter 3 contains the research methodology, including the methodology, and design. Also addressed are the research instrumentation, study procedures, and data analysis plans.

Chapter 4 shows the presentation and analysis of data addressing the study results for Research Questions 1, 2, and 3.

Chapter 5 describes the themes that have emerged from the overall case study for Research Questions 1 and 3 through 9.

Chapter 6 discusses a summary of primary findings and the conclusions on the nine research questions. Recommendations for future studies are included.

Table 1. Case Selection for Textual Analysis

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*Primary Translation of the Qur'an*

1. Khan, M. M., & al-Hilali, M. T. Trans. (2000). *The Noble Qur'an*. Riyadh, Saudi Arabia: Dar-us-Salam Publications. [9 Volumes; 4,345 pages].
  - a. Part 1 (From Surah 1 to 5) [576 pages].
  - b. Part 2 (From Surah 6 to 9) [488 pages].
  - c. Part 3 (From Surah 10 to 15) [367 pages].
  - d. Part 4 (From Surah 16 to 20) [483 pages].
  - e. Part 5 (From Surah 21 to 28) [492 pages].
  - f. Part 6 (From Surah 29 to 37) [490 pages].
  - g. Part 7 (From Surah 38 to 50) [522 pages].
  - h. Part 8 (From Surah 51 to 69) [431 pages].
  - i. Part 9 (From Surah 70 to 114) [496 pages].

*Alternate Translations of the Qur'an*

1. Ali, A. Y. Trans. (2005). *The meanings of the illustrious Qur'an: With footnotes and an introduction to the Qur'an*. (Reprint ed.). Brooklyn, NY: Al Arqam Dawa Center. [664 pages].
2. Cleary, T. Trans. (2004). *The Qur'an: A new translation*. Starlatch Press. [301 pages].
3. Haleem, M. A. S. A. Trans. (2004). *The Qur'an: A new translation*. NY: Oxford University Press. [464 pages].

*Supporting Texts*

1. al-Zarnuji, I. (1947/2003) *Instruction of the student: The method of learning*. (G.E. Von Grunebaum & T. M. Abel, Trans.). NY: Starlatch Press (Original work published in 1947) [64 pages].
  2. Cleary T. Trans. (2001). *The wisdom of the prophet: Sayings of Muhammad: Selections from the Hadith*. Boston: Shambhala Publications, Inc. [131 pages].
  3. Ibn Naqib al-Misri, A. (1994). *Reliance of the traveler: A classic manual of Islamic sacred Law*. (Rev. ed.). (N. H. M. Keller, Trans.). Beltsville, MD: Amana Publications. (Original publication date unknown. Author died in 769 A.H./1368 A.D.) [1232 pages].
  4. Ibn Rushd, I. (1994). *The distinguished jurist's primer, Vol 1*. The Center for Muslim Contribution to Civilization. (I. A. K Nyazee, Trans.). Reading, (UK: Garnet Publishing Limited. (Original publication date unknown. Author died in 595 A.H./1198 A.D.) [609 pages].
  5. al-Nawawi. (2002). *Al-Maqasid: Nawawi's manual of Islam*. (2<sup>nd</sup> ed., Rev. ed.). (N. H. M. Keller, Trans.). Beltsville, MD: Amana Publications. (Original work publication date unknown. Author died in 1277). [226 pages].
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## CHAPTER 2. LITERATURE REVIEW

This study was not a religious analysis of the value of Islam; rather, this study utilized a systems perspective to analyze how Islamic Law may provide organizational and management guidance for Islamic terrorist organizations to conduct world war against non-Muslim states and especially against the United States. In other words, the study's purpose was to identify organizational and management guidance embedded in Islamic Law by focusing on a textual analysis of the Qur'an and selected supporting texts. This chapter has four foci: (a) organizational systems perspective, (b) history of American religious values on American management practices, (c) Islamic Law, and (d) organizational and management systems implications of Islamic Law.

### Organizational Systems Perspective

#### *Organizational System Definitions*

Defining the term "organization" is challenging. Examining the body of literature, one discovers how organizational theorists' choices of metaphors guide their organizational definitions (Morgan, 1997). As he stated, "the use of metaphor implies *a way of thinking and a way of seeing* that pervades how we understand our world generally" (p. 4). Metaphorically, organizations can be understood as: machines; organisms; brains; cultures; political systems of government; psychic prisons; flux and transformation; and, domination metaphors (Morgan). Theorists' metaphysical perspectives also inform their outlook on organizations. Therefore, it will be important to differentiate among cosmological, epistemological, and ontological underpinnings of organizational systems definitions.

Using a lexical definition, recognizing this may not be the most accurate method, an organization is defined as, “an administrative and functional structure (as a business or a political party); also: the personnel of such a structure” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 874). From a theoretical perspective “most analysts” conceive “organizations as *social structures created by individuals to support the collaborative pursuit of specified goals*” (Scott, 2003, p. 11).

Organizational systems theorists derived their systems perspectives from the field of biology recognizing that a more holistic or world level view provided more potential to understand the interdependent nature of organizational complexity compared to the normal scientific approach of analyzing independent variables. Systems thinking provided an alternative to reductionism (Bar-Yam, 1997; Bertalanffy, 1968; Checkland, 1993; Checkland & Sholes, 1990; Gharajedaghi, 1999; Gibson, Ivancevich, & Donnelly, 1988; Laszlo, 1996; Stacey, 1996, Weinberg, 2001).

Combining several theoretical definitions, systems can be defined as the interactions of nonlinear interdependent parts where properties emerge at higher levels of complexity (Bar-Yam, 1997; Bertalanffy, 1968; Checkland, 1993; Checkland & Sholes, 1990; Gharajedaghi, 1999; Laszlo, 1996; Stacey, 1996) and the properties “cannot be reduced in explanation to lower levels” (Checkland, 1993, p. 13). Checkland posits that “systems thinking is founded upon two pairs of ideas, those of *emergence and hierarchy*, and *communication and control* (p. 75) and Gharajedaghi (1999, p. 45) adds these “properties....are a product of the interactions...of the parts....and cannot be analyzed, they cannot be manipulated by analytical tools, and they do not yield to causal explanations.”

Hierarchy refers to the increasing complexity of organizational levels where “each level is more complex than the one below....Hierarchy theory” refers to the “fundamental differences between one level of complexity and another” (Checkland, 1993, pp. 78-81)

Checkland further suggests there is,

an imposition of constraints upon activity at one level which harnesses the laws at that level to yield activity meaningful at a higher level is an example of regulatory or *control* action. Hierarchies are characterized by processes of control operating at the interfaces between levels....In a hierarchy of systems...maintenance of the hierarchy will entail a set of processes in which there is *communication* of information for purposes of regulation or *control*. (pp. 81-83)

### *Systems Paradigms*

Trebesch (2001) provides a concise systems description and from an isomorphic perspective, suggests the efficacy of using systems knowledge to better understand organizational structure and leadership behavior. Trebesch stated,

New discoveries in science have caused organizational leaders to rethink leadership and organizational design. Scientists have found that things are more interconnected (‘fields’ and strange attractors). They have discovered that systems are responsive (the electron changes its behavior based on how it is measured). They also have discovered that things are unpredictable—apparent chaos—yet form their own order (chaos theory). They have found that things are ambiguous (light is both a particle and a wave). They have discovered that open systems will change and adapt in order to survive. These discoveries have led to a call for different ways of leading (p. 55).

Focusing solely on organizations, Scott (2003) posits that the plethora of organizational theories can be categorized into three systems paradigms: rational, natural, and open systems and he explained these paradigms in their “order of their appearance” (p. 52). Using a rational system perspective, Scott (p. 27) defines organizations as,

*“collectivities oriented to the pursuit of relatively specific goals and exhibiting relatively highly formalized social structures.*

Defining characteristics of organizations from the rational system perspective includes, *“information, efficiency, optimization, implementation, and design...authority, control, coordination, rules, directives, and performance programs”* (Scott, 2003, p. 34). Performance improvement can be effected by modifications of organizational structure. The limits placed on individuals within organizations based on the governing organizational rules are stressed by rational systems theorists. Basically, the *“goal specificity and...formalized structure...makes an important contribution to the rationality of organizational action.”* The net effect of this perspective is entrepreneurial creativity *“is supplanted by a corps of administrators and technical specialists”* (pp. 34-37).

Scott (2003) places several early theorists in the rational systems perspective. They include Frederick Taylor and his school of scientific management, Henri Fayol’s administrative theory, Max Weber’s theory of bureaucracy, and Herbert Simon’s theory of administrative behavior. With the exception of Simon, these classical management theorists can be summarized into the concept that *“management is a process of planning, organization, command, coordination, and control.”* These theorists were *“designing the organization exactly as if they were designing a machine”* based primarily on lessons *“learned from the military, which since at least the time of Frederick the Great of Prussia had emerged as a prototype of mechanistic organization[s]”* (Morgan, 1997, pp. 15-18).

Fayol’s administrative theory *“emphasized management functions and attempted to generate broad administrative principles that would serve as guidelines for the*

rationalization of organizational activities” (Scott, 2003, p. 41). Weber “observed the parallels between the mechanization of industry and the proliferation of bureaucratic forms of organization” (Morgan, 1997, p. 17). Scott (2003, p. 45) defines “*bureaucracy* as the existence of a specialized administrative staff...that...consists of...positions or activities whose function is to service and maintain the organization itself.”

Simon’s administrative behavior theory “clarified the processes by which goal specificity and formalization contribute to rational behavior” (Simon, 1997; March and Simon, 1958; as cited in Scott, 2003, p. 50). “Simon proposed a more human ‘administrative man’” pursuing “self-interests...and willing to settle for an adequate solution.” Part of the value Simon offered with his theory is the recognition that decisions made in the higher levels of the hierarchy impact “what” the organization will do while lower level decisions impact “how the organization can best carry out its tasks” (Scott, 2003, pp. 50-51).

Turning now to viewing organizations as natural systems, Scott (2003) defines organizations as,

collectivities whose participants are pursuing multiple interests, both disparate and common, but who recognize the value of perpetuating the organization as an important resource. The informal structure of relations that develops among participants is more influential in guiding the behavior of participants than is the formal structure. (p. 28)

Theorists subscribing to the natural system perspective “emphasize that organizations are, first and foremost, collectivities” and their “overriding goal [is] survival.” Natural systems theorists focus on behavioral results “rather than what is decided or planned” and “prescribed rules, the job descriptions, and the associated regularities in the behavior of participants” are of lesser importance. Perhaps the most

significant impact of natural systems theorists is that organizational social structures “consist of...a formal structure and an informal structure” and employees “generate informal norms and behavior patterns: status and power systems. Over time, “highly centralized and formalized structures” will fail due to their perceived “waste...of the intelligence and initiative of its” employees (pp. 57-60).

Four theories under the natural systems perspective were reviewed: Elton Mayo’s Human Relations School; Chester Barnard’s cooperative system; Philip Selznick’s institutional approach; and, Talco Parsons’ AGIL schema (Scott, 2003, pp. 61-75). Mayo’s Hawthorne Studies demonstrated “that organizational theorists must pay close attention to this human side of organization[s]” (Morgan, 1997, p. 35). The human relations school perspective led to the “discovery of informal group processes...and *leadership* is conceived primarily as a mechanism for influencing the behavior of...subordinates” (Scott, 2003, p. 63). Interestingly, there is a significant body of evidence indicating that worker productivity is not dependent upon worker satisfaction; supervisory and leadership style; job enlargement; and participative decision making (Morgan, 1997).

Although not an academician, Barnard was a telephone company executive who “stressed that organizations are essentially cooperative systems.” He recognized that organizational goal attainment was dependent upon the “willing compliance from the bottom up.” Barnard also recognized that control is an illusion; that “authority depends ultimately on its validation from” employees (pp. 66-67). Selznick’s “underlying theme stressed the importance of *institutionalization*: the processes...by which an organization ‘takes on a special character’ and ‘achieves a distinctive competence’” (Selznick, 1996, as



cited in Scott, 2003, p. 69). For Selznick, the focus should be on organizations' "critical decisions...that...result in a change in the structure itself." Based on his Tennessee Valley Authority study, Selznick posited that organizational "ideology...served..." as a recruiting tool to attract "talented" employees (Scott, 2003, pp. 70-71).

Parsons' theory focuses on the survival of the organization as a social system based on four basic needs: adaptation, goal attainment, integration, and latency which are shortened to the acronym AGIL. Parsons "emphasized the similarities between organizations and other types of social systems" and his theory "provides a clear basis for distinguishing between organizations and other social systems." His perspective that distinguished organizations from other social systems is based on "organizations...placing greater priority on...processes by which goals are set and resources...mobilized for goal attainment (Scott, 2003, p. 75).

Moving to an open systems perspective, Scott (2003) defines organizations as, "*congeries of interdependent flows and activities linking shifting coalitions of participants embedded in wider material-resource and institutional environments*" (p. 29).

Open systems perspectives "proposed closer linkages among scientific disciplines" rather than the different disciplines remaining compartmentalized. Bertalanffy posited that the "entities studied by scientists—nuclear particles, atoms, molecules, cells, organs, organisms, ecological communities, groups, organizations, societies, solar systems—are all subsumable under the general rubric of *system*" (Scott, 2003, p. 82). Systems, including organizations, have interdependent parts with varying levels of complexity and hierarchy (Bar-Yam, 1997; Bertalanffy, 1968; Checkland, 1993;

Checkland & Scholes, 1990; Gharajedaghi, 1999; Laszlo, 1996; Scott, 2003; Stacey, 1996). Boulding developed a 9-level systems categorization, “based on their level of complexity.” Systems became more complex through the higher levels of Boulding’s systems levels, “more capable of self-maintenance and renewal” with an increased ability to “grow and change and more open to the environment.” Boulding’s most complex system, “level 9,” is “open to new possibilities not yet envisioned” (Scott, p. 83).

Open systems operate at Boulding’s level four classification: they interact with their external environment and include the capability of “self-maintenance on the basis of throughput of resources from the environment” (Scott, 2003, pp. 84, 89). Open systems generate “negative entropy,” that is, “they move toward order... Entropy is the measure of randomness and disorder in the universe” and in organizations (Gharajedaghi, 1999, p. 15). Additional characteristics of open systems include viewing organizations as cybernetic systems, that is, capable of self-maintenance; as hierarchical systems, referring to “hierarchy as a mechanism of clustering... with multiple subsystems” and the “systems... are contained within larger systems”; and, as being loosely coupled. “Combining... hierarchy with... loose coupling... the connections and interdependencies within a system component are apt to be tighter and of greater density than those between system components” (Scott, 2003, pp. 88-93).

Three open systems paradigm schools were reviewed: systems design, contingency theory, and Weick’s social psychological model of organizing. The systems design theorists take a “pragmatic” approach: “they seek to change and improve organizations as viewed from a managerial perspective, not simply to describe and understand them.” Contingency theory suggests “there is no one best way to organize”

(Scott, 2003, p. 96) that organizational design is “contingent” upon the organizational environment (Morgan, 1988, p. 44; Scott, 2003, p. 96). Unlike the previous two schools, Weick’s model of organizing developed an approach to focus on “organizing...to shift attention from structure to process” (Scott, 2003, p. 98). “Weick asserts that ‘human beings organize primarily to help reduce the information uncertainty they face in their lives’” (Kreps, 1986: p. 111 as cited in Scott, 2003, p. 98). From Weick’s perspective, “‘organizations continue to exist only if they maintain a balance between flexibility and stability’” (Weick, 1979, p. 215 as cited in Scott, 2003, p. 99).

Scott (2003) discussed combining rational, natural, and open systems paradigms. He stated, “with the arrival of open system arguments...it quickly became clear that to the extent that previous perspectives were grounded on closed systems views of organizations, they would need to be...revised” (p. 101). Scott (2003) discussed three approaches to combine the three paradigms, each insufficient to adequately address this issue before he proposed his layered model.

Scott (2003) proposed a “complex timeline...in the development of organization theory, created by cross-classifying or layering the three perspectives.” He posited that four periods represented organizational theory development: “closed-rational; closed-natural; open-rational; and open-natural.” He argued, “The early rational and natural systems models...[were] layered under closed system assumptions...[and] the open systems models did not supplant” them; rather, “the open systems model challenged the closed system assumptions” (p. 17).

Organizational theories (metaphors) are incomplete representations of organizations being examined and “inherently paradoxical where they provide “powerful

insights but also become distortions.” It is important to note that “no single theory” provides “a perfect or all-purpose point of view” (Morgan, 1988, p. 5). This holds true with the rational, natural, and open systems perspectives.

The theoretical definitions of rational, natural, and open systems contrast with each other, based on their “ontological” perspective. The rational system perspective is based on viewing organizations as “highly formalized...[and] oriented to the pursuit of specific goals.” The natural system perspective “views organizations as social systems, forged by consensus or conflict, seeking to survive. Rational systems are designed, but natural systems evolve” like an organism would evolve. The open system perspective sees organizations as “activities involving coalitions of participants with varying interests embedded in wider environments” (Scott, 2003, pp. 30, 81).

Senge, (1990, p. 73) stated, “The essence of the discipline of systems thinking lies in...seeing interrelationships rather than linear cause-effect chains, and seeing processes of change rather than snapshots.” Checkland (1990, p. A10) in a 30-year review of systems research suggests that systems thinking should not be “applied to the world” including organizations; rather, that it be “applied to the process of our dealing with the world.” In other words, “our process of inquiry into” the world including organizations, “can...be organized as a learning *system*.”

### *Systems Analogy*

The essence of the foregoing systems discussion can be summarized based on Hofstadter’s (1999) in-depth understanding of systems and by utilizing a human being as an analogy to an organizational system. When a human is conceived, a zygote is formed and the human growth process begins culminating in an infant being born, assuming a

healthy baby and a live birth. The baby, with its external and internal features, including its arms and legs, head, face, skin, internal organs, nervous system, etc. no longer resembles the original zygote. This is an example of emergence and hierarchy, found in complex systems.

Properties emerge as the complexity level rises such that the most complex level in the hierarchy no longer resembles the lower levels. Just like a flower, once grown, no longer resembles the seed from which it sprang; an infant no longer resembles the zygote from which its existence began. Furthermore, as a baby matures into adulthood, the resulting mature individual no longer resembles the infant it once was. How does one understand this mature human being? There are two approaches: reductionism and systems perspectives, although paradoxically, they are not mutually exclusive.

Reductionism would dictate that one examines the human being by breaking down the system into its component parts where quantitative approaches can be used to understand the workings of the human body. Allopathic medicine is an example of a reductionistic approach. There are innumerable medical specialists treating not the entire human being or human system but treating only a small portion of a person. Kidney, lung, and heart doctors would be some examples. In order for them to understand the whole person or complete system, they would need to use an inductive reasoning approach potentially leading to erroneous conclusions about the entire system.

Using a systems perspective dictates that one examines the human being from a more complex level in the hierarchy, although this leads to another systems attribute and an important question. What level of complexity is the best level to examine? For example, treating a human from only a spiritual perspective may not produce the desired

effects when treating a specific disease like lung cancer. Yet, ignoring the healing effects of a person's spirituality may have deleterious consequences. Organizational systems are similar in that it is important to view the organization from a higher level of complexity where the system can be adequately understood but not from too high a level of complexity where understanding is no longer possible.

Homeopathic medicine is an example of a systems approach to treating people. Homeopaths understand human beings are composed of physical, spiritual, and mental attributes and base their treatment from this perspective. This leads to two additional characteristics of complex systems: communication and control. In the human body, as complexity of the internal human systems increase, there are methods where higher-level systems communicate with lower-level systems and control or bound the behavior of these lower levels. The endocrine system is one example where the systems secretions or hormones are transported throughout the body by the bloodstream, influencing the human being in many different ways.

There is also a phenomenon where a small input into a system may have extremely large and significant consequences in a seemingly unrelated part of the system. An example is the butterfly effect from chaos theory where a butterfly flapping its wings in China could have an impact on the weather somewhere in the United States. If a human experiences emotional stress it may manifest itself in a physical disease anywhere in the body. The same concept applies to organizations. Inputs into a system will have effects; although, there are many times where it is unknown about what part of the system will be effected until the impact takes place.

This discussion leads to yet another concept of systems. One needs to consider whether the system is open or closed to its environment. Open systems exchange information with its environment, displaying negative entropy and leading to stability. Human beings are dynamic open systems: they exchange information with their environment. When a human body experiences temperature changes, certain physiological reactions transpire in response to the environmental temperature changes allowing the human body to adapt and survive. Through this process, a new state of equilibrium is reached. A stagnant pond is an example of a closed system where the body of water does not exchange information with its environment and eventually dies. It is the same with organizational systems. It is important to understand whether the organization is open or closed to its environment; whether it is willing to exchange information and adjust and adapt to its external environment, thus displaying the attribute of negative entropy and stability or if it acts as a closed system leading to organizational instability.

Religion is one of the potential factors that may influence organizational systems and contribute to organizations propensity to act as open or closed systems. This religious influence may remain constant across nation states' political boundaries. For example, there has been an ongoing scholarly discussion concerning religion's influence on the rise of capitalism in Europe and America. Therefore, before addressing how Islamic Law may influence Islamic organizations, religion's impact on American capitalism will first be reviewed to discern if there is a scholarly basis for examining the relationship of religious beliefs and management practices.

## History of American Religious Values on American Management Practices

There has been a century of debate on religion's impact on capitalism in America. This debate has centered on Weber's Protestant Work Ethic, a 19<sup>th</sup> Century thesis drawn from Weber's understanding of the teachings of Martin Luther and John Calvin, and the resulting impact religious values had on the growth of capitalism in America. Although Weber's theory first centered on European capitalism, a transatlantic jump was made, and American scholars have researched Weber's thesis to explain the rise of capitalism in America.

Considering the unique nature of this study, a review of religion's impact on American management practices is in order to determine if a corollary exists in the West. This is important to accomplish before examining Islamic Law's potential influence on the management practices of Islamic organizations to ensure a legitimate scholarly approach and not a biased perspective drives this study. Before proceeding, defining capitalism and capitalist are appropriate

From a lexical perspective, capitalism "is an economic system characterized by private or corporate ownership of capital goods, by investments...determined by private decision, and by prices, production, and the distribution of goods...determined mainly by competition in a free market." Correspondingly, a capitalist is "a person who has capital especially invested in business...a person who favors capitalism." It also means "owning capital" and "practicing or advocating capitalism" (*Merriam-Webster's Collegiate Dictionary*, 2003, p. 183). However, Weber defined 'capitalists' as "those who had a highly developed sense of obligation and defined 'traditionalists' as 'those who did not (Sanderson, 1998, p. 193).



### *Weber's Protestant Ethic Thesis*

Weber first presented his Protestant Work Ethic theory in articles he wrote in 1904-1905 and published in “*Archiv*” followed by his seminal work, *The Protestant Ethic and the Spirit of Capitalism* ([1920] 1958) (Crowell, 1996; Schindley, 2000, pp. 10-11).

Weber's thesis is:

Rational capitalism is the source of the industrial revolution and the growth of capitalism as the preeminent universal economic system. Weber claimed that this rational capitalism came into being by a work ethic rooted in Calvinism. Weber's rational capitalism is capitalism that values growth and efficient production. It is different from previous versions of capitalism in that it is based on a concept of continual growth. Not spending earnings, but putting money to work to produce more money. (Crowell, 1996, p. 1)

Weber proposed the Protestant work ethic thesis based on his observation of European society after the Protestant Reformation. He formulated a model for the rise of capitalism using religion as the basis and posited that Protestants led the ranks of “leading industrialists, traders, financiers, and technical experts” over Catholics. Weber went further and suggested that it was the “Calvinistic or Calvinistically allied churches...” of the French Huguenots, “the Dutch traders,” and the English Puritans (Bucholz & O'Connell, 1977, p. 14). Dawon (1999) defines the Protestant work ethic as, “a belief structure which basically holds that work is morally good and needful if a person is labeled righteous” (pp. 29-30).

Contrasting Catholic theology with Calvin's theology Weber linked “...religious beliefs and the Capitalistic mentality...” which the Calvinists were the leading proponents. According to Weber, Calvin's teachings differed on two important points from Catholic teaching. Calvin taught on the “importance of a man's calling...” meaning the priority was to do one's best “...at whatever station God has assigned him in life.

Secondly, based on the concept of predestination, where “work became a means of dispersing religious doubt by demonstrating to oneself that he was one of the elect” (Bucholz & O’Connell, 1977, p. 14).

From a religious perspective, everything existed for God’s glory; therefore, the more successful one was in business, the “greater the obligation to be an obedient steward...” of those resources entrusted by God. The spirit of Weber’s thesis was “a worldly asceticism... which gave a religious sanction to the acquisition and the rational use of wealth to create more wealth.” From Weber’s perspective, he felt his Protestant Work Ethic helped “to bring meaning and order to European society during the Reformation and post-Reformation period. The Protestant Reformation required a “new belief system” for people on how to approach their roles as workers, managers, and owners of organizations and the associated accumulation of wealth. Weber’s thesis therefore provided the guide on how to behave in the economic workplace (Bucholz & O’Connell, 1977p. 14).

#### *Critical Analysis of Weber’s Thesis*

Weber’s thesis was not universally accepted by his peers, several of whom criticized his work from a variety of perspectives. Critical analysis of Weber’s work continued throughout the 20<sup>th</sup> Century and into present day scholarly writings and falls into four categories originally stemming from three Germans: Fischer, a historian, Rachfahl and Sombart, economic historians, and Tawney, a British historian. Weber was criticized for his assumptions, especially his example of the “ideal type” that exemplified the Protestant Work ethic; his possible “misinterpretation of Calvinism”; the anecdotal nature of his work, failing to utilize a rigorous scholarly approach; and the “most

common” criticism, Weber’s lack of understanding of the history of Protestantism (Crowell, 1996, pp. 21-55).

Weber was faulted for his assumptions. Weber’s theories can arguably be considered “self-evident truths.” As Sanderson (1998) posits, any theory as broad as Weber’s that included “...honesty, hard work, and material values will tend to benefit economic growth.” With modifications, even Rachfahl, a staunch critic of Weber, agreed with the efficacy of Weber’s conclusions, broad that they were, and “that Protestantism did have a decisive influence upon economic activity” (pp. 193-194).

Being ambiguous in defining his capitalistic spirit, Weber used Benjamin Franklin as an example of the “spirit” of capitalism and the “ideal type” even though Franklin did not amass great wealth as one would expect to find in such an example for which Fischer criticized Weber. From Fischer’s scholarly perspective as a historian, he disagreed with Weber’s understanding of the terms used by Luther that formed the basis of his Protestant Work Ethic thesis, especially the concept of “the calling” derived from the German word “beruf.” Fischer argued there was “no causality in the historical nature and timing of the arguments that advanced [Weber’s] thesis” leading to an ‘idealist interpretation of history’” simply to provide the necessary support for his theory (Crowell, 1996, pp. 9; 21-24). Sanderson (1998) considered Weber’s assumption on using Franklin as an example of an ideal type as “flawed” (p. 8). Rachfahl also criticized Weber for his lack of academic rigor suggesting that “Calvinism lead to the Protestant work ethic” (Crowell, 1996, pp. 21-24).

Evidence exists that Weber did not understand Calvin’s teachings. Sanderson (1998) states, “Weber took a religious dictum from Calvinism, applied it to an economic

principle, and ultimately created a pseudo-religious theory” (p. 189). The basis for Weber’s theory was that “Calvinism is the vehicle for ascetic Protestantism.” Calvinistic teaching of predestination and the resulting preoccupation with the potential of eternal damnation led to Weber’s assumption that Calvinists would be devoted to their work, thus forming the foundation of the Protestant Work Ethic.

However, as Crowell (1996, pp. 21-24) stated, “if this basic tenant of Calvinism were not true, or if it was followed in some other ways then the very foundation of Weber’s argument is shaken.” Rachfahl agreed with this criticism emphasizing that Weber was wrong arguing that scholars could find “examples of the spirit of capitalism” prior to the rise of Calvinism. One 1984 study found that conservatism was related to the Protestant work ethic; however, several earlier studies did not find conclusive evidence between religious affiliation and the Protestant work ethic (Beit-Hallahmi, 1979; Bouma, 1973; Furnham, 1999; Kim, 1977; Ma, 1986; Ray, 1982 as cited in Falowski, 2000, pp. 25-26).

Sanderson (1998, pp. 46, 78) provided a detailed treatment of Calvin’s early years and his time in Geneva and stated, “Despite several scholars’ efforts to link Calvinism to capitalism, a study of Calvin’s formative years fails to uncover an association between his religious beliefs and the rise of a bourgeoisie” and that Calvin’s approach to economics was a theocracy boarding on “state socialism” allowing business to flourish in order to “maintain his control over the middle class.” Sanderson (1998, p. 220) argues that “capitalism...influenced the social development of Protestantism” rather than Protestantism influencing capitalism.

Critics saw Weber's conclusions as atheoretical leaps contributing to the "ambiguous and unscientific nature of his study." Critics suggested Weber did not understand "reform theology" and that it was unscientific for Weber to claim that the Reformation influenced every man and the psyches changed that all now believed in "salvation through calling" (Crowell, 1996, pp. 21-27). Weber used anecdotal evidence vice an academically rigorous methodology. Weber's lack of academic rigor did not allow him to account for exceptions to his thesis that some Protestant groups like some Anabaptist sects (Hutterites and Holdeman Mennonites) that did not follow the Puritan model that formed the basis of Weber's thesis (Crowell, 1996, pp. 21-27). Sanderson (1998, p. 206) posits that Weber used "broad...sweeping...generalizations...exaggerated many of his claims...[and] ignored factors other than the Protestant religion."

The widespread criticism Weber faced was based on historical perspectives. Sanderson (1998, pp. 16-17) suggested that Weber used a "sociological methodology to address a historical question" thus causing a misinterpretation or perversion of Calvinism." Sombart and Tawney disagreed with Weber's historical understanding actually suggesting Weber distorted Protestant history to support his thesis (Crowell, 1996, p. 32). Sombart (2001) "was already working on the question of religion's affect on capitalism and his 1902 work suggested "that the discovery of and desire for wealth had begun much earlier" suggesting capitalism began its rise "earlier than to the Reformation" and this rise was more influenced by Judaism (Crowell, 1996, pp. 29-30). Sombart even suggested that "whether all that Weber ascribes to Puritanism might not be with equal justice referred to Judaism, and probably to a greater degree (Sombart, 2001, p. 119 as cited in Crowell, 1996, p. 30). Although a critic, Sombart (2001) agreed with

Weber in that both saw “capitalism as rational” (Sombart, 2001, p. 134 as cited in Crowell, 1996, pp. 30-31). Sanderson (1998, p. 18) posits more of a correlation exists “between Quakerism and capitalism than between Calvinism and capitalism.” From Sanderson’s analysis of Tawney’s criticism on Weber, Tawney (1959) posited that “the spirit of capitalism...was as old as history...and that capitalism [was] the prime factor which molded Calvinist thought” (Sanderson, 1998, p. 6).

According to Sanderson (1998):

Any historical analysis that has focused on the development of economics in Europe shows that there are serious flaws in the belief that the Puritans, and specifically Calvinists developed the spirit of capitalism. Jews, Jesuits, and Catholics were espousing doctrines that were far more favorable to the development of capitalism than Calvin, or on a wider scale, Calvinism. There was nothing exceptional about the doctrines of the seventeenth century Puritans; certainly they were not unique. They were shared by Catholics and in many cases Jews too, and they gave encouragement to the capitalist spirit. And if we are to believe that the capitalist spirit was a product of the Calvinists, then we must also agree that prior to Calvin there was no capitalist spirit. (pp. 213-214)

Crowell (2006) argues in his dissertation that Weber was not necessarily positing “that the ‘Protestant Ethic’ is the origin of capitalism”; rather, Crowell suggested Weber was claiming that “the ‘Protestant Ethic’ grew the ‘spirit’ of capitalism” (p. 31). Crowell agrees with Sombart that Judaism did at least influence the rise of capitalism even if it was not the original cause. Tawney, a historian from Britain who specialized in capitalism and religion, was critical of Weber’s thesis for three reasons. First, Tawney posited that Weber attributed the wrong catalyst to the rise of capitalism. Tawney suggested the roots of capitalism were based in “medieval Europe prior to the Reformation.” Second, Tawney suggested that Weber was too myopic in focus suggesting that a single sociocultural event impacted capitalism as Weber claimed. Third,

Tawney suggested other social thinkers like Machiavelli were equally important and there were numerous societal aspects that influenced the rise of capitalism (Crowell, 1996, p. 32).

Crowell (2006) distills the critical analysis of Weber's thesis into two areas: the methodology, or lack thereof, that Weber utilized and a thesis that was too narrowly focused. Crowell also suggested that many critics focused on how Weber defined his terms, asceticism, capitalism, and "spirit" of capitalism being three examples. Crowell then researched the accuracy of Weber's thesis, focusing on Weber's perspective of Calvinism and the accuracy of his historical analysis using the Calvinistic religious source document of their beliefs, the "Synods of Dort" to analyze "Weber's claims concerning Calvinism," an approach analogous to the approach that will be used in this study. Crowell suggested that Weber viewed Calvinism as only one aspect of capitalism's rise, not the definitive causal factor, as some critics claimed, but an important factor none the less. He concluded that "in an economic system that only cares about the bottom line and productivity, there is no room for competitors that do not work with what began as the 'Protestant Ethic' as their core value" (pp. 49; 54-55).

Perhaps the best description of Weber's Protestant Work Ethic and subsequent analysis of the criticisms levied against his thesis can be found in Schindley's (2000) dissertation. Schindley reviewed the works of sociologists, economists, historians, and theologians who have studied and researched Weber's thesis (Hamilton, 1999, 1998, 1996; Mudrack, 1999, 1997; Ghidina, 1998; Gorgeivski-Duijvesteijn, 1998; Molnar, 1997; Sharpe, 1997; Jones, 1997; Blackburn, 1997; Jorgensen, 1996; Martin, 1995; Gorski, 1995, 1993; Cavalcanti, 1995; McHoskey, 1994; Furhham, Rajamanickam, 1992;

Silver, 1993; Tank, 1993; Davies, 1992; Knoppers, 1991; Eisen, 1991; Nipperdey, 1987; Marshall, 1982; Tawney, 1962; Samuelsson [1957] 1961; Gerth, Mills, 1946 as cited in Schindley, 2000, p. 11).

One critic (Hamilton, 1996) characterized the Protestant Work Ethic thesis as a “myth” (as cited in Schindley, 2000, pp. 15-16). Hamilton (1996) and MacKinnon ([1987] 1993) concluded that Weber erred in his understanding of the “concept of the calling” (as cited in Schindley, 2000, p. 16) while Tawney (1962), Marshall (1980; 1982), Lessnof (1994), and Bell (1978; 1996) generally “support” Weber’s depiction of the calling; yet, no scholars provided strong support that would rebuff Weber’s critics (as cited in Schindley, 2000, p. 12). It was not until after the Reformation that the concept of the calling applied not only to “priests and monks” and their subsequent “good works” but to anyone, regardless of their station in life. In other words, common people could perform good works leading to eternal salvation (p. 27).

Schindley (2000) examined the German bible translations Luther used to determine his meaning of the calling discovering the thought of the calling existed in English translations of the bible, and in the Latin *Vulgate* agreeing with other scholars that Weber erred in his interpretation of the concept of the calling. Basically, Weber erred in his understanding and translation of Martin Luther’s German term, “*beruf.*” Researching Lutheran and Calvinist documents, Schindley provided an in-depth analysis and concludes,

any discussion of ‘good works’ must be informed by the debate that was inherent in Luther’s movement from the beginning. It is the lack of understanding of Luther’s early quarrel with the Roman Church over ‘good works’ that leads to much confusion about and criticism of Weber’s thesis. (p. 28)



Schindley (2000) then compared scholars criticisms of Weber's thesis and either supported or refuted each criticism based on her research and then examined the work ethic as supported by Calvinists noting "a shift in emphasis" (p. 77) from Luther's teachings. Also examined were the meanings of the 10 Commandments and how they supported Calvin's position on work ethic concluding Calvin shifted from Luther in focusing on the "physical" rather than the "spiritual" realm and that Weber's understanding of the calling was fully supported by Calvinist documents (pp. 77-107).

Regarding Weber's critics, Schindley (2000) proposed that Robertson's (1993) criticism was accurate in that "Luther's concept of the calling predates Luther in the Roman Church only as far as the first and second definitions of the calling. The third definition of the calling, although in the Bible, was not taught by the Roman Church and was considered heretical" (p. 109). While "early Catholic Bibles were in Latin and limited to the Roman Catholic clergy, evidence exists that even they were not aware of what was in the Bible which could have led to misunderstandings (p. 109). For example, only the concept of the calling as related to a vocation in the priesthood or monastery was taught in the Roman Church prior to Luther" (pp. 109-110).

Luther did not originate the concept of the calling, either in his biblical translations or in his scholarly works. Rather, Luther focused his teachings on educating the common people regarding religious truths and reversed the Catholic Church's teaching on what the calling meant, providing the theory that the calling applied to common people and the work they accomplished in their daily lives; not just to monks and priests. Schindley (2000) supported Weber's interpretation of Luther's perspective that "secular activity" was in all aspects as important in God's eyes as religious calling.

Interesting to note is Luther's and Calvin's meaning of "secular" which meant "lay" and as Calvin later taught, "lay activity was not 'secular'" but rather religious in nature.

Weber was correct that "'moral justification of worldly activity [was one] of the most important results of the Reformation" (p. 111).

Schindley (2000) refutes critic Marshall (1982) that "Luther's concept of the calling is irrelevant to the general debate over Weber's thesis" stating that "Luther's work was seminal." Also disproved were Hamilton (1995) and MacKinnon's (1988, 1993) position that calling meant working "'for the collected good'" and the 'anti-Mammon' injunctions in the Bible were more important" because they did not apply to everyone. Robertson (1993), Marshall (1982), MacKinnon (1988, 1993), and Hamilton's (1995, 1996) criticism "that Luther's notion of salvation by faith instead of 'good works' means that work in a calling was insignificant as the motivation for the Protestant ethic Weber" described because Luther was referring only to "'good works'" performed by priests and monks based on teachings of the Catholic Church. However, evidence supported Weber that "the Calvinist concept of work in the calling and the reward of earthly success...became the impetus for real social change in Western civilization" and that Protestant understanding of "the concept of the calling and the dissemination of that concept" were vital to Weber's thesis (pp. 111-116).

Hill (1993) using Anthony (1997) and Bernstein's (1988) research posited a different perspective for the growth of the Protestant work ethic based the European socio-economic conditions of increasing populations and inflation coupled with higher rates of unemployment thus leading religious leaders to espouse principles the value and meaning of working in "menial" jobs (as cited in Dawson, 1999, p. 32).

There are several problems with Weber's thesis. First, while reviewing the literature, an anti-Catholic bias was detected, a position that Sanderson (1998) agrees, stating that "Weber's thesis is blatantly anti-Catholic in its language" even though "nearly all the great finance houses of the Renaissance were owned by Catholics." Second, Weber ignored all capitalists who were not Calvinists. Sanderson uncovered evidence that Catholicism and Protestantism stressed similar "precepts in the sixteenth and seventeenth centuries" and that capitalism existed before Martin Luther's protest and the subsequent Protestant Reformation. Third, Weber used flawed logic: he failed to conduct "conventional cause and effect historical research"; rather, he looked for anecdotal examples to support his thesis resulting in hasty generalizations. Third, Weber's defective methodology did not allow his "economic model...[to] fit all historical examples of the rise of capitalism" and Calvinism was a shallow substantiation "of this thesis." Fourth, in addition to the discussion above, perhaps Weber's own biases influenced his thesis, based on his background and the work ethic he learned from his father (pp. 5; 198-210).

Other questions regarding Weber's approach remain unanswered. Did Weber attempt to normalize his findings based on the fact that there were more Protestants than Catholics in Europe, thus allowing more Protestants to be more successful in business? The same question applies to the educational choices of who did or did not move on to secondary school. If nothing else, the longevity of Weber's thesis, however flawed, has given rise to much scholarship on religion's impact on the Western work ethic.

*Religion and the Rise of Capitalism in America*

Historically, religion has had an economic influence. In most of the predominately Catholic countries, “religion had a positive effect upon capitalism.” The Church accepted “economic rationalism” and promoted honest business ethics (Sanderson, 1998). Sanderson stated that “if Catholicism aided capitalism, then Protestants, by their own volition may have retarded the development of capitalism” (pp.12- 13). Europe experienced a decline in the spirit of capitalism after the Reformation and Martin Luther further retarded the progress of capitalism, through his teachings of workers’ self-sufficiency,” not charging interest, and selling goods below market price (Froude, 1871, p. 43 as cited in Sanderson, 1998, p. 13). Sanderson suggested that Calvin modified Luther’s philosophy on capitalism allowing for profit as “a reward for ‘diligence and industry’” and the greatest impact was in England and America (p. 13).

Over the course of America’s history, religious beliefs have impacted America’s economic growth although the impact of these beliefs is not only difficult to measure but dependent upon the historical context of the period under study and the rigor of the research methodology. Baro (2004, Winter) examined religion’s impact on economic growth and uncovered research that has “consistently found that religious beliefs profoundly influence economic growth.” Religious “beliefs are growth-enhancing if the perceived punishments and rewards reinforce good behavior such as honesty and hard work” and conversely, “for given religious beliefs, greater participation in organized religious services...reduces economic growth”; although, the rationale is not clear and further research is required (p. 67). However, the more germane question is the impact Weber’s Protestant Work Ethic may have had on the rise of capitalism in America.

Bucholz and O'Connell (1977, Fall) suggest that it is logical that religion has impacted American capitalism however questionable the impact of Weber's thesis may be.

Sanderson (1998) suggested that Weber was correct in his assumption of a correlation between economics and religion existed. Religion permeated all aspects of peoples' lives in 17<sup>th</sup> and 18<sup>th</sup> Century New England and the Mayflower pilgrims had a disproportionate influence on American history relative to the number of pilgrims living in America. Weber recognized that traders in New England were following a profit motive of accumulating wealth in the 17<sup>th</sup> Century even admitting "that many people in Colonial America did embody 'the spirit of modern capitalism.'" It took approximately 100 years for capitalism to take hold in America. American settlers took advantage of the economic opportunities presented to them in the new country "and turned it into a profit...not so much religious predestination as economic opportunism." Calvinist teaching did not inspire the economic growth of New England; rather, "the emergence of a domestic industry which was capitalist-dominated and controlled" was the major factor (pp. 97-156).

Dawson (1999) concluded that the Protestant work ethic was "the causal factor for the advancement of capitalism in Western society, citing Mirels and Garrett (1971) and Furnham (1999a) (as cited, p. 32). However, Bucholz and O'Connell (1977, Fall) stated they were "not convinced that the Protestant work ethic has ever been important in post-industrial United States." According to them, more research was required to make a determination of the impact of the Protestant work ethic on American capitalism and whether there was a decline in this work ethic as some suggested in America in the 1970's. They argued for longitudinal studies positing "a new religious work ethic" was

rising in America and it was “related to religious humanism” rather than the ethic proposed by Weber. They based their hypothesis on a myriad of world-wide social issues relevant in the 1970’s including poverty, racism, civil disorders, pollution, working conditions; consumer products, overpopulation, unregulated credit, inflation, and recession (p. 16).

They also mentioned the relevance of “managerial capitalism and the middle class role conflict. Managers focus on making profit and managing large organizations and they are required to efficiently solve problems their lower-level workers bring to the workplace including job boredom and dissatisfaction. Contemporary America at that time, including religious organizations, was in conflict with the concept of managerial profit making at the expense of workers’ quality of life. Authors suggest “religious humanism” superseded the Calvinistic ethic of working only for the glory of God. Societal groups such as welfare agencies, environmental groups, and consumer advocates, to list only a few examples, mediated “this new humanism” and have influenced managers to become more socially responsible from a corporate perspective, (Bucholz & O’Connell, 1977, Fall, pp. 17-18).

Lenski (1961) took Weber’s thesis and examined its relevance in explaining the American work ethic. He focused on the Detroit area the 1950’s and early 1960’s. His research supported several of Weber’s hypotheses concluding that “Protestant’s were more likely than Catholics” to be more successful in the American economic system”; however, Lenski’s research did not support some critical aspects of Weber’s thesis, mainly, that “little evidence that the doctrine of ‘the calling’ and that ‘economic asceticism’ were vital forces in...American Protestantism” perhaps due to the shift “to

post-industrial society.” Lenski eventually “concluded that ‘the Protestant Ethic’ was temporally limited” and Weber’s thesis “can no longer be fruitfully applied in analyses and descriptions of the dominant religious ethic in post-industrial United States” (Lenski, 1961 as cited in Bucholz & O’Connell, Fall, 1977, pp. 15-16).

Sanderson, R. (1998) took a different approach and researched “true Calvinism” and its resulting impact on capitalism in modern America rather than focus on Weber’s thesis even suggesting that Weber misinterpreted Calvin’s teachings. He proposed that true Calvinism “inhibited capitalism” and agreed with Weber’s critics that the “foundations’ for capitalism “were already in place in certain parts of Europe prior to Calvin establishing his theocracy in Geneva” stating that “Calvinism did not lead to the ethos of capitalism” (pp. 2-3). Freedom that the American situation brought to early Americans coupled with “the capitalist spirit of the Dutch melded with the pragmatic and frugal Puritan spirit” created “an ethos that encouraged the accumulation of wealth and recognizing and respecting individual prosperity as not only the will of God but the result of hard work.” According to two authors, the spirit of capitalism already existed in the American colonies when “Franklin formulated...[his] concepts” (pp. 3-8) clearly indicates capitalism’s existence in the American colonies very early on in the country’s early existence. Unlike in Europe, when economic failure meant God’s displeasure, in America that was modified to mean economic failure was the result of a lack of hard work (pp. 3-8).

Sanderson (1998) poses a cogent argument that ironically, in 18<sup>th</sup> Century New England, there were many people who did not belong to any organized religion. Geographic location was just as important to economic success of American cities like

New York as was the Protestant work ethic. Interestingly, New England had the most Calvinists in the colonies yet did not expand economically as fast as other areas in America primarily due to “the lack of goods.” Philadelphia, as a port city, subsequently grew faster economically than other American cities and Calvinism was not a causal factor. Even though Calvinism was the predominant Christian denomination practiced in New England for nearly a century, pure Calvinism could not take hold in America due to “the pragmatic frontier mentality [that] necessitated a separation of Church and state because of the elevation of the individual caused by geographic isolationism” (pp. 159-166).

Sanderson (1998) further argues that the practice of “double entry bookkeeping” was the greatest single influence on economic progress” and therefore the rise of capitalism. The only reason merchants engaged in the practice was to “increase the paper value” of their stocks. Thus, the bookkeeping system codified an economic system “based on promises.” European regions and the American colonies that used this bookkeeping system “were in the forefront of economic development and therefore capitalism.” Religion had no influence (p. 214).

#### *American Religious Influences in the Management of Organizations*

As a broad generalization, that religion has impacted management practices to some degree throughout American history is not in question. What is debatable is whether Weber’s Protestant Work Ethic theory was a major driver in the management of American organizations. Schindley (2000) offered that the “Westminster Confession” and related documents offer vital data on the concept of the calling as understood by Calvin but more importantly, evidence indicates the “Westminster Confession” arrived in



America in 1648 and that there is further evidence the American Puritans values and beliefs regarding the Protestant Work Ethic predated the document (p. 106). Cherington (1980) and Maccoby and Terzi (1981) posited that Benjamin Franklin's principles of hard work transformed the Protestant work ethic in America from a religious to a "more secular" doctrine (as cited in Dawson, 1999, pp. 32-33). However, for the purposes of this study, Weber's impact is tangential. What is crucial is whether religious practices have influenced American managers.

*Fortune* magazine surveyed 115 novice businessmen in 1955 and found that the religious precepts followed by these businessmen influenced their managerial and business decisions. However, over the next 20 years, religion's impact on managerial and business decisions had decreased. In 1980, *Fortune* magazine repeated the survey and included women in the second survey. Their sample included 82 new managers approximately 25 years old, working throughout the U.S. This time the results indicated that religion had little or no impact not only in their managerial decisions, but also in their personal lives. *Fortune* magazine labeled this second cohort group as "careerists" (McMahon, 1985, August, p. 343).

The author developed six conclusions in the *Fortune* article including "Judeo-Christian concepts have contributed to business ethics throughout history" and that Christians and Jews concepts regarding business ethics are analogous even though they may use different terms. The author further suggests that Christian and Jewish religions impact on participatory decision making is based on the importance placed on every human being "who is made in the image of God," stating that "all other human values flow from this most basic religious doctrine" (McMahon, 1985, August, pp. 346-347). A

practitioner journal, *Chief Executive*, surveyed senior executives in several companies regarding their spiritual beliefs and resulting values and ethics that influence their managerial decisions in the workplace. McCarthy (1996) found that senior leaders set the tone for workplace spirituality. One fast-food company had as their mission statement, “to glorify God by being a faithful steward of all that is entrusted to us...” (p. 50). However, many organizations are very reluctant to discuss workplace spirituality and their influence on workplace ethics.

In 1977, Buchholz and O’Connell commented on the “demise or decline of the Protestant work ethic in American society. Former President Nixon was even concerned during his tenure in the White House and made three speeches promoting the value of the traditional work ethic. It even became a campaign issue in 1972 with Senator McGovern’s proposal to give \$1,000 to every American. President Nixon argued against this proposal “by stating the issue as a choice between the work ethic that built this nation’s character and the new welfare ethic that would cause the American character to weaken” (p. 13) stating “the work ethic holds that labor is good in itself; that a man or woman at work not only makes a contribution to his fellow man, but becomes a better person by virtue of the act of working” ( Morrison, 1972, October, pp. 96-97 as cited in Bucholz & O’Connell, 1977, Fall, p. 13).

Dawson (1999) suggests the birth of the Industrial Revolution and the resulting slave-like conditions for workers in American factories coupled with the development of scientific management principles were responsible for the decline in the Protestant work ethic in America and is a universally-held position (Byrne, 1999; Rogers, 1978; Zuboff, 1983 (as cited in Dawson, 1999, pp. 33-34). Zuboff (1983) examined American cultural

changes over time and suggested the generational modifications with new American workforces contributed to the modification of the American work ethic (as cited in Dawson, 1999, p. 39) while others posited the younger generations of American workers have a strong work ethic albeit different from earlier generations of workers (Lankard, 1995, as cited in Dawson, 1999, p. 43). Other researchers suggested there were gender differences that contributed to the changing work ethic in America gender while Rowe and Snizek (1995) did not find any gender differences in their research (Allender, 1993; Cherrington, 1980; Hill, 1993; Oszustowicz & Stoki, 1994; Petty & Hill, 1994; & Watts, 1992 as cited in Dawson, 1999, pp. 41-43).

Although religion has important impacts on many attitudes and behaviors, the picture is less clear regarding religion and ethical behavior. In early experimental studies Hegarty and Sims (1978) found no relationship between a person's religious orientation and business ethics decision making. Agle and Van Buren (1999) found a very small positive relationship of a small set of religious beliefs and practices to attitudes toward statements of corporate social responsibility. Hood et al. describe their review of research on religion and ethical behavior as “something of a roller-coaster ride” (1996, p. 371). Smith, Wheeler, and Diener (1975) found no difference between religious and nonreligious persons regarding behavior such as dishonesty or cheating and Hood et al. (1996) could not explain “why religion does not have a significant impact in reducing cheating behavior” (p. 341).

The influence of workers' values, attitudes, educational and cultural background, and ethics training are some of the additional factors researchers have considered to explain the changing work ethic in 20<sup>th</sup> Century America (Capelli & Iannozzi, 1995;

Donsky, 1994; Ford & Herren, 1993; Gregson & Bettis, 1991; Hagstrom & Gamberale, 1995; Hill, 1993; Lawler, 1978; Maccoby, 1988; Miller, 1986, p. 63; National Council on Vocational Education, 1991; National PTA, 1992; Nierdergang, 1992; Yankelovich & Harmon, 1988; & Zippay, 1995 as cited in Dawson, 1999, pp. 42-46). One study (Jaeger, 1995) concluded that American entrepreneurs exhibited Weber's Protestant Work Ethic (as cited in Dawson, 1999, p. 46).

Wafa (1989) conducted a cross-cultural study and compared business ethics of graduate business students studying in the U.S. from Indonesia, Malaysia, Thailand, and the U.S. who were Muslims, Buddhists, and Christians. The study found "ethical standards mean of Buddhist students was significantly lower than...Catholic, Protestant, and students with undeclared religions. Muslim students [were] also significantly lower than the mean score of Protestant students and students with undeclared religions." Wafa also found a positive correlation between numbers of years worked and ethical standards in business for Indonesian students. For Thai students, there was a negative correlation and for U.S. and Malaysian students, there was no significant correlation. Wafa's findings indicate Americans "may...have higher ethical standards than those of developing countries" (pp. 74-152).

Still other researchers investigated the relationship between work ethic and: "economic locus of control" (Heaven, 1999); money (Kirkcaldy & Furnham, 1993; & Tang & Gilbert, 1995); personality type (Furnham, 199b; & Mudrack, 1993); attitudes (Guastello, Rieke, Guastello, & Billings, 1992); job involvement (Babu & Reddy, 1989); task preference (Tang, 1989); values and resulting actions from expectancy-valence

theory perspective (Feather, 1992); and academic involvement (Farrell & Mudrack, 1992) (as cited in Dawson, 1999, pp. 48-49).

There is evidence that other religions may have influenced American management practices. The Mormon Church, a quasi-Christian denomination, is one example. In the Mormon Church, bishops are not paid; therefore, they come from all ranks in life, including business managers and owners and they have had a higher net worth than the average person living in U.S. in the 1980s. One study concluded that Mormon bishops had a major political influence in Utah prior to statehood. Considering the bishops role in the Utah territory's political structure, it is not surprising they would have a significant influence in the economic development including telegraph, railroads, and mining. Mormon bishops during that time period "were political, economic, social, and religious leaders." While the discussion on the impact of Mormonism on business ethics was absent, one could infer there would have been an impact considering the Mormon bishops' political and economic influence (Pace, 1983, p. 323).

One researcher conducted a single-subject study on how religion influenced business practices. Sexauer (2003) conducted a sociocultural study of a "devout Catholic" who was a successful mid 20<sup>th</sup> Century St. Louis, MO real estate developer and examined the links between the individual's business practices and his ethical values, as shaped by his commitment to his Catholic faith. He was "trained at the Jesuit White House Retreat Center to live a Christian life and be an example for others." The study provided examples of the community impact this individual made, based on his religious values and subsequent ethical approach to business. Religious ethical considerations focused the individual on improving "the quality of life for all people by providing shelter and

recreational facilities to enrich the lives of others” because this individual believed his God-given talents and gifts were to be used for the greater good of society (pp. 100-264)..

This included integrating his Catholic faith in the way he managed his businesses, treated his employees, and participated in charitable activities. The individual established a “Catholic Interracial Justice Council” for St. Louis, MO; built planned communities for “Catholic home buyers”; built subdivisions for “low-income African Americans...that offered suburban living away from the high density city environment”; and joined the civil rights movement. He also established a charitable foundation to improve interracial understanding and education and training opportunities for black students. This individual’s charitable actions touched the lives of “thousands” of people and numerous organizations that included “hospitals, schools, churches, the Boy Scouts, the Community Chest, [and] foreign missions as a few examples” (Sexauer, 2003, pp.100- 264).

As for concrete evidence the subject’s religious values influenced his management practices, the individual stated:

I believe in the dignity of labor...I feel that youthful energy with only elementary education can lead to success, as well as opportunity, and formal education...I believe I can, and should, give not only example and inspiration to others, but also opportunity and encouragement, since I believe in the essential goodness of all men. I feel this can be done best within the framework of my own business, since I know it best. (Sexauer, 2003, p. 271)

Mihelich (1999) conducted an ethnographic study of Butte, MT from 1930 to 1965 which was “a working class American mining” town. While not subscribing to all of Weber’s views, Mihelich studied how religion, in this case Catholicism, informed Butte’s culture and way of life. Butte’s foundational underpinnings were capitalism, industrialism, and Catholicism. Mihelich focused on one town because of the complexity

and vastness of American culture, making it problematic for social scientists to study it from an ethnographic perspective thus limiting knowledge “of the interaction between structural forces and human action in local contexts.” Mihelich argues that Butte evolved under Catholicism in the context of 20<sup>th</sup> Century American industrialization. He concluded that Catholicism armed Butte’s citizens with the background to initiate and live according to a set of values congruent with their lives within the context of their time. Butte citizens applied their religious faith to their daily living modifying as appropriate Catholicism’s teachings to ensure everyone’s interests were adequately served (1999).

Tresbesch (2001) researched one Christian organization in how the organization developed its employees. Tresbesch utilized a systems thinking approach to develop a 5-causal loop “integrated model...for developing persons in Christian organizations.” Faith-based individual values, organizational experiences, employees and leaders actions; and the resulting interconnections among the loops form the basis for developing employees and ultimately, the organizational development perspective. He emphasized that one aspect of organizations’ social responsibility is to ensure employees are provided “developmental” opportunities in their work life experience and in this sense developmental opportunities meant employees’ cooperation with their Christian God to determine their purpose in life. Recognizing the influence organizational structure and culture have on employee actions, Tresbesch concluded that more flexible organizational structures enhance employee development (pp. ii; 4-50; 116).

Weber based his Protestant Work Ethic thesis on John Calvin’s religious teachings, as Weber understood them. Accumulating many critics, his premise has

generated a rich body of research for more than 100 years on the efficacy of the impact of religion on the rise of capitalism in American. Historically, religion has had an influence on American management practices; although, the impact of Weber’s Protestant Work Ethic thesis is questionable. The significant aspect of this portion of the literature review however, is not whether Weber’s thesis impacted American capitalism, but whether religion in general impacted capitalism’s rise in America which it did. Of more significance is that this portion of the literature review validated the approach taken in this study—that examining a religion’s influence on management practices is an approach that is backed by extensive research over the past 100 years.

With the scholarly basis established for examining the relationship between religious beliefs and organizational management practices, Islamic Law will be examined to ascertain its potential influence on Islamic organizations. This review will briefly cover Islam’s origins before going into a more detailed review on the background and components of Islamic Law. Next, the extant literature will be reviewed on how Islamic Law may influence the management practices in Islamic organizations, concluding with examples of how Shari‘a may influence management actions in Islamic financial institutions.

## Islamic Law

### *Abbreviated Background on Islam*

“The Islamic community is one rooted in the concept of *adab*, which is usually glossed over by translators as ‘courtesy.’” However, it is “much more profound in its scope.” The linguistic “nuance...resides in the essence of the word...which means



educated men “put words in their ‘proper’ place....This implies...that people are aware of their place in a hierarchy...and one being [is] over another...A sign of good breeding...to the ancients” Rahman, 1982, p. vii).

Islam, meaning “surrender” (Armstrong, 2002) began in “early seventh-century Arabia...but after “AD 900 Islamic history...had less to do with Arab tribes...and more to do with Persians, Turks, and...other non-Arab ethnic groups.” Currently, it is estimated there are more than “one billion Muslims” with the “majority [living] in Africa and Asia,” more than “32 million in Europe and 5 million in North America” (Robinson, 2003, p. xvi). The Council on American-Islamic Relations website suggests there are “1.2 billion Muslims worldwide...with the largest Muslim population [in] Indonesia” and “an estimated 7 million Muslims in America” (About Islam and American Muslims, Paras. 3, 5). However, the site notes, “there is no scientific count of Muslims in the U.S. Six to seven million is the most commonly cited figure” (American Muslims: Population Statistics, Total Number para).

While Arabs are no longer the focal point of Islamic history, the Arabic language remains the commonly accepted language of Islam (Goldziher, 1910/1981; Hallaq, 1997; ibn Naqib al-Misri, d. 1368/1994; al-Nawawi, d. 1277/2002; Robinson, 2003). Robinson (p. xvii) states, “whereas Christians of the Reformation made translating the Latin Bible into vernacular languages part of their program of wresting authority away from an established clergy, the Arabic of the Quran was generally held to be inviolate by all Muslims.” While Robinson’s premise is questionable concerning the rationale for translating the Christian Bible into vernacular languages, the significant element of his

assertion is that Muslims did not translate the Qur'an into their native languages and Arabic remains the commonly accepted language of Islam.

“Muhammad the Prophet lived from 570 to 632 CE.” A direct descendant Abraham, the “Friend of God,” through his son Ishmael, the ancestor the Arabic people, Muhammad was born to a family of the Quarish, the noblest tribe of Arabia” (Cleary, 2001, p. v); In “610 C.E” he began receiving “prophetic visions (Rahman, 1982, p. 2) from “the archangel Gabriel (Robinson, 2003, p. 20) in the “cavern of the mountains near Mecca.” A “consequence” of these visions was that he “rejected” the prevailing “polytheism of the pagans...and began preaching “the prophecy of approaching Domsday, resurrection and last reckoning” (Goldziher, 1910/1981, p. 7).

Prior to the establishment of Islam, the Arab society in Muhammad's time was a tribal society with a primitive morality, a religious polytheistic belief system ruled by materialistic and “plutocratic” tribal leaders which was the sociocultural context for the development of Islam (Goldziher, 1910/1981, p. 6) and “the Qur'an is a response to that situation” (Rahman, 1982, p. 5). The Qur'an “consists of moral, religious, and social pronouncements that respond to specific problems confronted in concrete historical situations” (Rahman, 1982, p. 5). For example, this cultural context explains the Qur'an's complaints “of oppression of the poor; of greed; of dishonest dealing; of an...indifference to man's higher concerns and duties in life, to what is ‘good and enduring’ in contrast to the ‘glitter of the world” (Goldziher, 1981, p. 6).

In 622 A.D., Muhammad emigrated from Mecca to Medina and this emigration is labeled the Hijira or Hijra (Armstrong, 2002; Robinson, 2003); it is also known as the Hegira or Hejira (*Merriam Webster's Collegiate Dictionary*, 2003, p. 577”). The Muslim

calendar uses a “lunar calendar system...comprising 12 months which are: “Muharram, Safar, Rabi al-Awal, Rabi al-Thani, Jumadal-Awal, Jumada al-Thani, Rajab, Sha'ban, Ramadan, Shawal, Dhul Qa'da, and Dhul Hijjah.” The “Hijra year ...contains 354 days which is about 11 days less than the Gregorian calendar system” (Islamic Development Bank Group, 20 Safar 1425[A]H/2004, April 10, Glossary Section 83).

Utilizing the “lunar cycle,” the Muslim calendar is based on this singular event in Islamic history. Dating from Islamic viewpoints began early in its history. Muslims had the choice to begin their calendar commencing from Muhammad’s death “in 11[A.H.]/632” A.D. (Hallaq, 2005, p. 29; Robinson, 2003, p. 21) “but chose to base their calendar on the Hijira” where it will be marked by ‘H.’ Therefore, “year 1 of the Hijra (1 A.H.) corresponds to 622 C.E./A.D.” Historical evidence provides examples of hijri dating “on a papyrus as early as 22 [A.H.]/642 [A.D.] and a generation later on...coins” (Robinson, 2003, p. 21).

Multiple sources reviewed utilize the “dual system of dating” described above and a further clarification is necessary to assist the reader in understanding the correlation between the “Muslim Hijri calendar” and the Gregorian calendar. While “Gregorian dates...are provided...as guidelines...the Hijri calendar reflects the more accurate dating...The ends of the first three Hijri centuries roughly correspond” to the first 15 years “in the beginning of the eight, ninth and tenth centuries AD.” For example, “190-200 [A.H.] corresponds to 805 to 815 AD” (Hallaq, 2005, pp. 6-7). Dual dating is not simply an academic approach to understanding Islamic history: it is currently used in Islamic organizations as evidenced by the Islamic Development Bank, based in Jeddah,

Kingdom of Saudi Arabia which utilizes dual dating (Islamic Development Bank Group, 20 Safar 1425[A]H/2004, April 10, Glossary, p. 1).

Interestingly, the option to base the Muslim calendar on the Hijri “made sense” because the prevailing viewpoint early in Islamic history was the Hijri marked “the divide between truth and falsehood” for Muhammad” (Robinson, 2003, p. 23). Apparently, Muhammad’s prophetic teachings in Mecca “did not...establish a new religion; they created a religious mood within a small circle of people” (Goldziher, 1910/1981, p. 9). Consequently, 622 A.D. is significant to Muslims from a variety of perspectives.

The year 622 is not merely the date after which the Prophet’s small band of adherents, having found safe haven, could turn upon their opponents and take the offensive in the struggle...a struggle crowned with the conquest of Mecca in 630, and the subsequent submission of all Arabia. The year 622 signaled a turning point in the evolution of Islam as a religion. (Goldziher, 1910/1981, p. 9)

Muhammad received his visions “verse by verse, *surah* by *surah*...[for] twenty-one years.” Because he and his followers “were illiterate,” the revelations once received by Muhammad from the archangel Gabriel, were transmitted orally to his followers. Interestingly, the word “quran” means “recitation.” Consequently, memorization of the new Islamic teachings required all believers to memorize verbatim what Muhammad taught. Armstrong (2002) suggests Muhammad did not intend to start a new religion; rather, he thought his purpose was to bring “the old faith in the One God to the Arabs, who had never had a prophet before.” Nevertheless, a new religion was born: Islam (pp. 4-5).

To become a Muslim, a person had to submit “their entire being to Allah and his demand that human beings behave to one another with justice, equity and compassion”

(Armstrong, 2002, p. 5). Today, a person must make a “declaration of faith” as described in the first of Islam’s five pillars. They are:

1. The Declaration of Faith by stating: ‘there is no deity but God, and Muhammad is the messenger of God’
2. Prayer: Muslims perform five obligatory prayers each day. Islamic prayers are a direct link between the worshiper and God. Islam has no hierarchical authority or priesthood. A learned Muslim chosen by each congregation leads the prayers.
3. Zakat: one of the most important principles of Islam is that all things belong to God and that wealth is held in trust by human beings. Zakat, or charitable giving, "purifies" wealth by setting aside a portion for those in need. This payment is usually two and a half percent of one's capital.
4. Fasting: Every year in the Islamic lunar month of Ramadan, Muslims fast from first light until sunset. The fast is another method of self-purification.
5. Pilgrimage: A pilgrimage to Mecca, or Hajj, is an obligation for those who are physically or financially able. (Council on American-Islamic Relations. *About Islam and American Muslims*, para. 4)

Islam is more than a religious belief system. It is “an integrated way of life based on social and economic justice. It therefore seeks to provide a framework in which the complex and competing needs of individuals and society can be fairly apportioned” (Lippman, McConville, & Yerushalmi, 1988, p. x). Within Islam, there are four major divisions or traditions. They are the Sunni, Kharijism, Murji’ism, and Shi’a. “The majority of Muslims” are “*Sunni*” which “means a devotee of an approach to Islam that is based on the words and deeds of the Prophet and his companion.” The “theological principles were identified...by the tenth century.” Throughout Islamic Sunni history, “four authorized schools of law, known as the *Hanafi*, *Maliki*, *Hanbali* and the *Shafiti*’i schools” developed” with the schools having basically minor differences “rather than questions of principle” (Lippman, McConville, & Yerushalmi, 1988, pp. 14-26).

Kharijism, “the oldest sectarian schism within Islam” (Goldziher, 1982, p. 174), had “fanatical believers who maintained that a grave sinner cannot remain a Muslim, and therefore belongs to the ‘House of War’ and may be killed, as the Koran directs.” The “*Kharijites*” believed in using “violence and assassination...[to] overthrow unjust rulers.” The original form of Kharijism has “disappeared...and only the *Ibadia*, a more moderate variant...survives in Oman, Zanzibar, and small communities in East and North Africa” (Lippman, McConville, & Yerushalmi, 1988, p. 29). While “the Murji’ite sect has long since died out,” it has had a lasting influence “on orthodox *Sunni* Islam.” One of their main beliefs was their tolerance “of the views of others.”

Shi’a tradition began with a dispute over who should be the caliph after Muhammad’s death. “*Shi’ites* believed that...the closest relative to Muhammad (his first cousin, his adopted brother and his son-in-law)...should be the first caliph.” However, “Ali was ...assassinated ...in...39 [A.H.]/661 [A.D.] by the *Kharijites*” (Lippman, McConville, & Yerushalmi, 1988, pp. 15-18). Also, due to the political circumstances during the early years after Muhammad’s death, “*Shi’ites* [believed] the rightful leadership of Islam passed through an apostolic succession of *imams*, starting with ‘Ali and carrying on in the male line...[They] believed that the *imam* had spiritual authority based on divine guidance” (Lippman, McConville, & Yerushalmi, 1988, p. 17).

According to Shi’a tradition, the spiritual leader, or Imam:

Represents divinely sanctioned sovereignty...his superhuman qualities elevate him above the rest of mankind. He is superior to them not only by virtue of his hereditary and innate, rather than conferred, office, but also by virtue of his substance. The substance of his soul is purer than that of the common mortal...this is roughly the way even moderate Shi’ism thinks of the nature of its *Imams*. (Goldziher, 1981, pp. 183-184)

Sunni's rejected this concept, "which distinguishes between the authority of the ruler and that of the religious scholars" (Lippman, McConville, & Yerushalmi, 1988, p. 17).

#### *Background on Islamic law*

Shari'a is the term for Islamic Law: "the law of Islam" according to Ibn Rushd (d. 1198/1994, p. 593); Bakhtiar (1996, p. 604) defines it as "Divine Law; Hallaq (2005, p. 209) describes it as "Islamic law, including legal doctrine and the judiciary"; finally, *Merriam-Webster's Collegiate Dictionary* (2003, p. 1144) defines it as, "Islamic law based on the Koran." However, not all Islamic scholars consider Shari'a as divine; rather, some scholars view it as,

Mainly man-made and not divine, as is often alleged. The original meaning of Shari'a, as path, method, or way, was lost after the first generation of Muslims, and over time it came to mean the legal rules themselves rather than 'the way' to conduct a good Muslim life. (Fluehr-Lobban, 1998, pp. 18-19 as cited in Erwin, 2001, p. 25)

Islamic Law is dependent "upon a transcendental authority...[that] places it in opposition to any other legal system that professes no association whatsoever with the Divine and yet assumes a position of superiority, as secular international law does" ((Rahman, 1979, p. 116 as cited in Erwin, 2001, p. 22p. 22). It "is woven into the fabric of Islamic civilization and into the religion itself" being "both the instrument of orchestration and the reflection of Muslim society (Schacht, 1964, p. 1 as cited in Erwin, 2001, p. 1). "The symbiosis between religion and law was established at the birth of Islam, wherein Muhammad himself envisaged the law as inseparable from divine revelation" (Goitein, 1960, p. 29 as cited in Erwin, p. 1).

For Muslims, all aspects of their lives are governed by Islamic Law and there is nothing comparable to it in American civil or criminal law (Bakhtiar, 1996; Goldziher, 1981; Hallaq, 1997; Hallaq, 2005; al-Nawawi, d. 1277/2002; Rahman, 1982; Robinson, 2003; Ibn Rushd, d. 1198/1994; al-Zarnuji, 1947/2003). As Erwin (2001) states, “the religion provided the system of belief and the law, necessarily presupposing this belief, conducted and regulated every movement of the believers” (p. 1). “Religious laws...civil laws...personal laws...and the penal code” constitute the “four sections...of the *Shari’a*” (Lippman, McConville, & Yerushalmi, 1988, p. 26). Armstrong (2002) asserted, “but like all Islamic piety, the Shariah was also political. It constituted a protest against a society that was deemed by the religious to be corrupt” (p. 61).

“The *Shari’ah* is important to Muslims because it is the operative formula by which the Muslim determines what is good or ethical...and it embraces the...set of beliefs, that a Muslim upholds as constituting good and right thinking” (Rauf, 2000, p. 1). Islamic Law principles “are stated, expressly or impliedly, in the Qur’an and the *sunna* (decisions and practices) of the Prophet Muhammad” (Ibn Rushd, d. 1198/1994, p. xxx). Islamic scholars generally agree that the Qur’an has approximately “500 verses with legal content” and that Islamic Law is “universal in the sense that *all* Muslims are *equally* subject to *all* its decrees in the same way. No adult Muslim who possesses a sound mind...is exempt from any of its ordinances” (Hallaq, 1997, pp. 3; 172). Al-Nawawi (d. 1277/2002, p. 7) states, “everything that is necessarily known by Muslims to be of the religion...is obligatory to believe.”

Laymen are not qualified to interpret Islamic Law (Cook, 2003; Goldziher, 1981; Hahhaq, 1997; Ibn Rushd, d. 1198/1994.) It “requires a [trained] jurist... who ...acquired



special skills through rigorous training” and is “skilled in the art of legal reasoning” to make a ruling in Islamic Law cases. Even scholars versed in “interpreting the Qur’an or of the science of the hadith (traditions) are not qualified to make rulings in Islamic Law (Ibn Rushd, d. 1198/1994, pp. xxx-xxxii).

When Muhammad died in 11 [A.H]/632 [A.D.], “Muslims inherited the Qur’an from the prophet’s example, but no detailed, intellectually worked-out system of thought” (Rahman, 1982, p. 23). Muhammad “had left behind a small state and clear notions of justice, but with underdeveloped ideas of law and an even less developed judiciary.” It was not until around “the middle of...the fourth/tenth century...[that] Islamic Law came to contain all its major components (Hallaq, 2005, pp. 2-8). These “...essential attributes” were:

(1) the evolution of a complete judiciary with a full fledged court system and law of evidence and procedure; (2) the full elaboration of apposite legal doctrine; (3) the full emergence of a science of legal methodology and interpretation which reflected, among other things, a large measure of hermeneutical, intellectual and juristic self-consciousness; and (4) the full emergence of the doctrinal legal schools, a cardinal development that in turn presupposed the emergence of various systemic, juristic, educational and practice-based elements. (Hallaq, 2005, p. 3)

Islamic Law is incompatible with the constructs of democracy, freedom of religion, human rights, and critical thinking. The Islamic legal system is based on the word of Allah, as transmitted to the prophet Muhammad, interpreted by Islamic jurists “and thus cannot be reformulated nor reconciled with modern society and human rights laws” because portions of the law “are clear and direct commands from God, explicitly stated in the Qur’an and not subject to human interference or alteration” (Erwin, 2001, p. 22). From the beginning of Islam, Muslim converts were indoctrinated with the principles

of the Qur'an "whose spirit—if not the letter—was totally, or near totally, controlling. In this sense, Islamic law as Quranic law existed from the very beginning of Islam, during the Prophet's lifetime and after his death" (Hallaq, 2005, p. 55).

Bakhtier (1996, p. xxxv), argues that Muslim scholars duty to "‘commend the good and forbid the reprehensible’ amounts to a tacit obligation to supervise the workings of society." This doesn't mean Islamic scholars must rule their countries except in Iran, which has had Islamic scholars governing since the Iranian "Revolution of 1979." For the majority of Muslim nations, Islamic scholars are not heads of state but provide Shari'a guidance none-the-less, including guidance for Islamic organizations.

For example, The Islamic Development Bank Group (ISB) not only abides by Islamic Law, it has a "Shari'ah Committee" to ensure the organization abides by Islamic "rules and principles." The ISB defines its Shari'ah Committee as, "an independent body comprising specialized jurists in *fiqh almuamalat* (Islamic commercial jurisprudence) responsible for directing, reviewing [and] supervising the activities of the Islamic financial institution in order to ensure that they are in compliance with *Shari'ah* Rules and Principles" (ISB, 20 Safar 1425[A]H/2004, April 10, Glossary Sections 198-199).

#### *Components of Islamic Law*

The Qur'an, sunna, consensus, and reasoning by analogy comprise Islamic Law (Armstrong, 2002; Goldzihier, 1981; Hallaq, 2005; Lippman, McConville, & Yerushalmi, 1988; al-Nawawi, d. 1277/2002; Ibn Rushd, d. 1198/1994), illustrated graphically at Figure 1. However, Rauf (2000, p. 55) suggests there are 11 sources of Islamic Law: in addition to his first four sources, which are identical to the components described above, he listed, "judicial preference, public interest, reason and logic as

sources of law, social customs, direct positive legislation by the State, creative means or legal fictions, and preventing the means.”

However, he explicated that the first four sources, as listed above, “are almost unanimously agreed upon by the major schools of law as comprising the *Shai’ah*...that these are ‘legitimate’ sources. Not all scholars have agreed that the remainders are legitimate sources. Lippman, McConville, & Yerushalmi (1988,) also add that there “are various supplementary sources...of a given area” that may be used in Islamic Law cases (p. 33). Since all sources agree on the first four components, this study will limit the discussion of Islamic Law to the Qur’an, sunna, consensus, and reasoning by analogy.

The Qur’an (Quran, Koran) is the “supreme authority in Islam (Haleem, 2004). It is “composed of sacred writings accepted by Muslims as revelations made to Muhammad by Allah through the angel Gabriel (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 692). Considered to be the final revelation from God, (Ali, 2005) the Qur’an is “universal” in its coverage of topics and governs all aspects of Islamic religion. It “differentiates’ between right and wrong” and continues to guide Muslims with the myriad 21<sup>st</sup> Century issues including “environmental...medical [and] globalization” challenges (Haleem, 2004, p. iv). Haleem (p. iv) also states that the Qur’an’s “supreme status stems from the belief that...[it] is the word of God...and intended for all times and all places” including to be used as a reference source to combat “terrorism.”

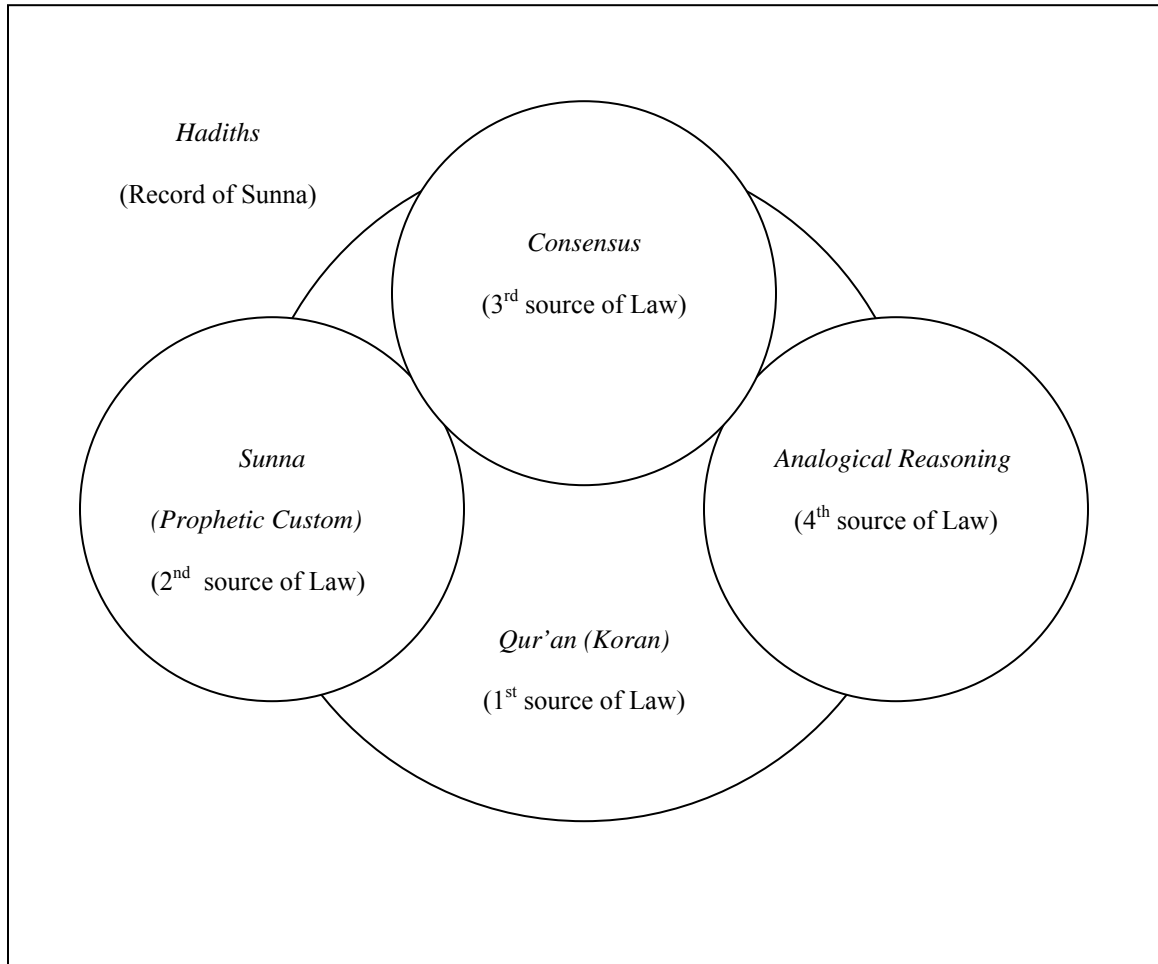


Figure 1. Components of Islamic Law

Muhammad would recite his revelations to his followers and had these verses recorded throughout the 21 years he received the prophetic visions (Armstrong, 2002). Although not in collated form, the Qur'an was written before Muhammad's death in 11 A. H./632 A. D. (Haleem, 2004; Hallaq, 2005; Robinson, 2003). Subsequent to a battle two years after Muhammad death when a number of his followers, "who knew the Qur'an by heart died" there was a concern that some of the "Qur'anic material" might be lost. "Therefore, the first caliph and successor to the Prophet...ordered that a written copy of the whole body of Qur'anic material as arranged by the Prophet and memorized

by Muslims should be made and safely stored with him” (Haleem, 2004, p. xvi). It wasn’t until approximately 33 A.H./645 A.D. that copies were made and distributed to the “Muslim world.” This was the “official copy of the Qur’an [and] became known as the ‘Uthamic Codex...recognized throughout the Muslim world for the last fourteen centuries as the authentic document...as revealed to...Muhammad” (p. xvi).

In addition to being the “Word” of God, “The Qur’an...is Allah’s...Decree, Commandments and Guidance to humanity, and thus takes precedence over everything else (Rauf, 2000, p. 61). The Qur’an has “114 sections...known in Arabic as *sura*” (Haleem, 2004, p. xvii) although some Qur’anic translators use the term Surah (Ali, 2005). This study will use the term “sura” when referring to Qur’anic sections. Islamic religious scholars differentiate the suras of the Meccan period from the Medina period. In the latter Medina period, the suras deal with “laws to govern the Muslim community” dealing with topics as diverse as “marriage” to “international relations [and] war and peace” (Haleem, 2004, p. xvii). Erwin’s (2001) research supports Haleem’s (2004) differentiation between the Meccan and the Median suras.

There are “6,237 verses” in the Quran (Lippman, McConville, & Yerushalmi, 1988, p. 29). One hundred deal “with ritual practices, 70 verses discuss personal laws, 70 verses [discuss] civil laws, 30 [cover] penal laws, and 20 [deal with] judiciary matters and testimony (Khallaf, A., 1968, pp. 2829 as cited in Haleem, 2004, p. xviii). As stated above, there is general agreement among Islamic scholars that the Qur’an has approximately “500 verses with legal content and...no adult Muslim who possesses a sound mind...is exempt from any of its ordinances” (Hallaq, 1997, pp. 3; 172).

“The concept of *sunna*” predates “Islam and was clearly associated with the conduct of individuals, and not only with the collective behavior of nations, as attested in the Quran” (Hallaq, 1997, p. 11) and is one of a plethora of examples illustrating how Muhammad incorporated secular and tribal customs into Islam (Robinson, 2003). The sunna (also sunnah) is considered to be “sacred customs” (Goldziher, 1981, p. 37). It “refers to the normative practice and teachings of the Prophet” (Rauf, 2000, p. 61). Shadid (1989, p. 180 as cited in Hallaq, 1997, p. 10) explains it as, “an exemplary mode of conduct and the perfect verb *sanna* has the connotation of ‘setting or fashioning a mode of conduct as an example for others to follow.’” It is a “practice of the Prophet, this is, a precedent laid down by him either in the form of a saying, or an act, or an approval” (Ibn Rushd, d. 1198/p. 594). Furthermore, it is an “established, continuous practice that had become a model to follow” (Hallaq, 2005, p. 210). Finally, as *Merriam-Webster’s Collegiate Dictionary* (2003, p. 1252) clearly articulates, it is “the body of Islamic custom and practice based on Muhammad’s words and deeds.”

After Muhammad’s death, his “‘Companions’ were the best source for learning his will.” The Companions were “the people who lived their lives in [Muhammad’s] company, witnessed his actions, and heard his judgment.” While the Companions lived, Muslims could rely on them to “learn from [them] what pious usage required and what the details of the divine law were.” However, after the Companions’ death, Muslim’s “had to be content with information that members of the next generation ...received from the first from time to time, as problems had arisen” (Goldziher, 1981, p. 37).

A “chain of reliable transmission ultimately traced...back to a Companion who could testify that they were in harmony with the Prophet’s intentions” was critical to the

veracity of the sunna. “On the strength of such traditions, certain customs in ritual and law were established” and utilized by “the first believers...as having been practiced under the Prophet’s own eyes.” Thus, the sunna achieved a revered status and “acquired a sacred character (Goldziher, 1981, p. 37). However, the term sunna should not be confused with the term Hadith.

A hadith is a “saying. In the technical sense, the term is used for the written record of the *sunna*, this *hadith* may contain more than one *sunan*” (Ibn Rushd, d. 1198/1994, p. 584). It is “a narrative record of the sayings or customs of Muhammad and his companions” and “represented reports or verbal transmissions which conveyed the contents of Sunna” (Hallaq, 1997, p. 14). Therefore, Muhammad’s teachings are “embedded in the Hadith (called Traditions or Sayings)” (Rauf, 2000, p. 61). “The Hadith is the second of two “main literary sources for Islam” with the Qur’an “considered the preeminent” literary source because the Qur’an is considered “a revelation from God” (Cleary, 2001, p. vii).

Robinson (2003, p. xii) states a hadith is “a report of the words or deeds of a religious authority, this almost invariably being the Prophet Muhammad, which consists of a matn and an isnad; it is usually adduced for the purposes of generating or understanding the law. Finally, a hadith is “the collective body of traditions relating to Muhammad and his companions (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 560). Therefore, a “hadith is the documentation of *sunna*...and demonstrates ...what the Companions, with the Prophet’s approval, held to be exclusively correct in matters of religion and law, and what could...properly serve as a norm for practical application.”

The sunna then “functions as the most authoritative interpretation of the text of the Qur’an (Goldziher, 1981, pp. 37-38)

Not all hadiths are true and lying was acceptable to transmit Islamic teaching. While “hadith formed the framework for the earliest development of religious and ethical thought in Islam” and provides for “a continued development based on the moral teaching for the Qur’an,” some hadiths are fictitious (Goldziher, 1981, p. 41). As Goldziher stated, “to fabricate hadith was hardly considered dishonorable if the resulting fictions served the cause of the good.” Muslims justify this “pious fraud of the inventors of hadith...as long as their fictions were ethical or devotional” although some Islamic theologians had difficulty with “fraudulent hadiths” when these were used to justify legal opinions (pp. 42-43). Muhammad even sanctioned falsifying hadiths by prophesizing:

‘At my death more and more sayings will be ascribed to me, just as many sayings have been ascribed to previous prophets (without their having really said them). When a saying is reported and attributed to me, compare it with God’s book. Whatever is in accordance with that book is from me, whether I really said it or no.’ (Goldziher, 1981, p. 44)

The third component of Islamic Law, consensus (Armstrong, 2002; Goldzihier, 1981; Hallaq, 2005; al-Nawawi, d. 1277/2002; Ibn Rushd, d. 1198/1994) is an example of Islam’s syncretistic nature. Consensus predates Islam, “and referred to the conscious formal agreement of the tribe” (Bravmann, n.d., pp. 194-198 as cited in Hallaq, 1997, p. 20). Rauf (2000, p. 63) explained that verse “4:58-9 of the Qur’an “places the Qur’an and Hadith as the primary and secondary sources of Shari’ah, followed by ‘those in authority.’”

In the “early period.” of Islam, “consensus...strongly implied the agreement of scholars based on the continuous practice that was, in turn, based on the consensus of the



Companions” (Hallaq, 2005, p. 111). Basically, consensus is satisfactory as a source of Islamic Law as long as it is “based on the two primary sources...the Qur’an and the Hadith.” Therefore, when reaching a consensus on a legal ruling “those in authority’ would procedurally refer first to Allah and the Messenger (i.e., the Qur’an and the Hadith) before seeking “a consensus based on their understanding of these two primary sources” (Rauf, 2000, pp. 63-64). Subsequently, Islam adopted a “doctrine of infallibility” regarding consensus, based on Muhammad’s stating, “my community will never agree on error...Allah has granted you protection...[and] you will never agree on a false doctrine” (Goldziher, 1981, p. 50).

As Islam expanded throughout its history, “new [legal] cases occurred which were not categorically provided for in the Qur’an, the sunnah, and the consensus of opinion of the Orthodox caliphs and the Companions of the Prophet.” Consequently, Islamic jurists discovered it was necessary to rely on “reason, logic, and opinion” (Rauf, 2000, pp. 67-68). For that reason, analogy became the fourth, and for this dissertation’s purposes, the final component of Islamic Law (Armstrong, 2002; Goldzihier, 1981; Hallaq, 2005; al-Nawawi, d. 1277/2002; Ibn Rushd, d. 1198/1994; Rauf, 2000). Islamic jurists utilize analogical reasoning as the most common method “to derive law from the Quran and the Sunna.” However, the use of analogical reasoning during Islams’ first 150 years “led to chaotic results and a bewildering richness of legal opinions in Islam” (Rahman, 1982, p. 25).

Lippman, McConville, & Yerushalmi (1988) suggest that while analogical reasoning “has been criticized as an attempt to use human reason to fill an apparent void in God’s law, its use is supported in a *Hadith*” (p. 32). An early and influential Islamic

scholar “in establishing the general principles of legal reasoning...insisted that no legal ruling can be propounded if it is not ultimately anchored in the Book of God and/or in the Sunna of His Prophet” (Hallaq, 1997, p. 29).

Learning Islamic Law during Muhammad’s time “meant learning the Qur’an and developing a system of piety around it.” It wasn’t until “later in the first and second centuries of Islam that scattered centers of learning grew up around persons of eminence.” Students of the early teachers were certified by these teachers “to teach what [they] had been taught—which...consisted exclusively of memorizing the Qur’an, copying down traditions from the Prophet and his Companions, and deducing legal points from them” (Rahman, 1982, p. 31). Rahman (p. 31) suggests that “organized schools with established curricula were probably first set up by the Shi’a to impart knowledge and indoctrinate students.”

When Islamic jurists issue legal opinions or fatwas, Muslims are required to follow these rulings. Islamic jurists taught that according to Islamic Law, “all human actions” including secular and religious, “are embraced by the *Shari’ah*...and for the purposes of assessment and judgment, classified all of human action into...[five] categories (Rauf, 2000, p. 169). These five categories of human action are: obligatory (wajib), recommended (mandub), unlawful (haram), offensive (makruh), and permissible (mubah). Therefore, Muslims are obligated to follow all rulings of Islamic Law, regardless of whether the rulings impact religious or secular actions and their actions must fall under one of the above categories (al-Nawawi, d. 1277/2002; Rauf, 2000). Al-Nawawi. d. 1277/2002).

*Influence of Islamic Law on the Management Practices of Islamic Organizations*

Having established the efficacy of examining religion's influence on organizational management practices, this section will review the extant literature on how Islamic Law influences the management practices in Islamic organizations. After a general review, the discussion will draw from examples of Shari'a's influence in Islamic financial institutions.

Islamic Law influences the management of Muslim organizations. Abuznaid (2006, January-February) suggests that while Islamic Law guides Islamic managers he states that no one "can claim that Islam provides a comprehensive theory in management." Basically, within Shari'a there exists "a set of general guidelines that could be applied to management." (p. 132). From a management perspective, Hassan (1998a) suggests that following Islamic values can enhance organizational success. He compares Islamic values as guiding principles much the same as Western authors like Stephen Covey does with his emphasis on principled-centered leadership. Zarqa (1998) posits that the five aspects of Islamic ethical conduct in business (truthfulness, justice, honesty, honoring promises and covenants, refrain from causing harm in the land, and sincerity) is supported by Shari'a. Hashim (1998a) references Islam and the Qur'an on how to manage organizations and Hasan (2001) discusses institutionalizing a corporate culture that is imbued with Islamic ethics.

Because "Islam" means "peace, submission, and acceptance" with God, self, and creation by complete submission to Allah in all aspects of life, this explains "why Islam is more than a religion in the general, limited sense, that concerns itself mainly with the spiritual and ritual aspects of life. The term "religion' is an imperfect translation of the Arabic term *deen*, which means, literally, a way of living." Therefore, Islamic

business ethics flow primarily from the Qur'an and the Sunnah. With the complex nature of 21<sup>st</sup> Century global business operations, Islamic business employ a concept called “*ijihad*” where Islamic scholars rely on Islamic Law, examine current business challenges and questions and develop answers and guidance that follows Islamic Law (pp. 139-140). However, Islamic Law does more than suggest a set of organizational values; it provides prescriptive guidance for Muslim managers.

Ahmad (2001a) states, “Islam considers ethics as an offshoot of *iman* (the Muslim belief system) which is compulsory for all Muslim[s] to subscribe to” (p. 106). From a Muslim perspective, the Islamic worldview should influence business decisions using “truth, justice, and brotherhood” as guiding values and this worldview is supported by three Qur’anic verses (Suras 13:11; 2:143; 16:90; & 49:13) (Hassan, 1998a, pp. v-vi; xi). Hassan states, “Shariah...governs the social order” and that obedience to God in all actions, including business “is highly prescribed by Islam” (p. 43-49). Understanding the term, “highly prescribed” is critically important in comprehending the Islamic worldview. “Prescribed” actions are obligatory (personally and communally) according to Islamic Law, which means Muslims are required to follow prescribed actions where nonperformance brings punishment (al-Nawawi, d. 1277/2002; Bakhtiar, 1996).

Using the logic that Islam encompasses all human actions, including Islamic organizational actions, Hassan (1998b) posits that an Islamic worldview exists that incorporates Islamic Law into business actions. Zarqa (1998) discusses the need to follow Islamic Law in the conduct of business throughout the world. Several authors support Hassan’s (1998b) Islamic worldview that Islam and Islamic Law guide Muslims in all activities, including the management of Islamic organizations throughout the world

(Ahmad, 2001a, 2001b; Ahmad, 2001; Ahmad & Sadeq, 2001a, 2001b; Hanafy & Sallam, 2001; Hasan, 2001; Hashim, 1998a, 1998b; Khalifa, 2001; Rahman, Bakar, & Syafie, 2005; Sadeq, 2000; Satkunasingam & Shanmugam, 2005; & Shanmugam & Perumal, 2005). The literature is repetitive on this point and one could cite innumerable references supporting the perspective that Islam governs all aspects of living, including the management of organizations. More than being repetitive, various Muslim authors' treatment of this subject is nearly identical: there is little variation.

However, a few authors offered different perspectives not previously seen. Abuzhnaid (2006, January-February) applied the names of Allah to the management of Islamic organizations by associating the Allah's names to the management functions of planning, leading, organizing, and controlling. While implied from other authors, Ahmad (2001b) explicates that Muslim workers are "servants" to business leaders, based on Islamic Law, accountable to Allah (p. 260). Ebrahim (2005) suggests that good corporate governance equates to following Islamic Law. Bin Ismail (1998) posits that organizational research and development efforts should be guided by Islamic Law adhering to "Quranic injunctions and the Hadith" (p. 75) and Mohamed (1998) emphasized that Islamic Law is the foundation for developing organizational goals and objectives.

Usmani (2002) asserts that unlike American capitalism, where economic drivers guide business decisions to maximize profits, assuming a for profit organization, divine guidance or Islamic Law is the driver for Islamic organizations' business decisions. The resulting "evils" emanating from capitalist enterprises can only be overcome by having all organizations throughout the world submit "to divine authority" (p. xiv). Khalifa

(2001) posits that the world requires an Islamic economic framework to guide societies and developed a model titled, “The Aims of Business Schema” which suggests the purpose of Islamic organizations is to establish and spread “Islam...which is the ultimate end of life” (p. 21). He asserts that his “work is an effort to start the journey of Islamizing the field of strategic management” (preface).

Hashim (1998a) was more forceful and proposed that Muslim managers and all businesses led by Muslims need to modify Western corporate rules and regulations to conform to Islamic Law “integrating and internalizing all Islamic fundamental beliefs and core values into their business mission and objectives.” Essentially, corporate culture needs to be modified by embedding Islamic principles, in other words, the “Islamisation of business” throughout the world (pp.46-48). It seems reasonable that Islamic Law would pertain to Islamic businesses because as Ahmad (2005) so poignantly stated, “Islam is the only major world religion founded by a businessman” (p. 200). Perhaps this explains Kamali’s (2000) assertion that research into Islamic commercial law topics has a higher priority than other types of research including “sciences and medicine” (p. xi).

#### *Islamic Law Influence on Islamic Financial Institutions*

Islamic financial institutions present a clear example of Shari‘a’s influence on organizational structure and management practices in Islamic organizations. Even though the banking industry is highly regulated throughout the world and presents unique complications for adhering to Islamic Law, Muslim managers are none-the-less obligated to follow Shari‘a in managing their organizations. This includes altering banks’ organizational structures and establishing Islamic Law boards, councils or committees

that ensure Muslim managers decisions and organizational activities follow Islamic Law (Shanmugam & Perumal, 2005).

In Malaysia, “statutory corporate governance in Islam requires all Islamic financial institutions” to comply with Islamic Law” and this includes not only banking institutions but anyone doing business with Islamic banks (p. 3). The Malaysian “Islamic Banking Act of 1983” mandates that banks have a “Religious Supervisory Council” comprised of three to seven Islamic Scholars. The purpose of these Religious Councils is to ensure bank operations comply with Islamic Law and serve an advisory role certifying new proposals follow Shari‘a playing a dual role of supervision and consultation (Shanmugam & Perumal, 2005, pp. 3-6).

Banks in other Islamic countries have similar requirements. Sudan’s entire financial industry is required to follow Islamic Law (Rahman et al., 2005). In Bahrain, banks must comply with Shari‘a. They are governed by “15-member Central *Syariah* Boards established by the “Accounting and Auditing Organization for Islamic Financial Institutions.” Of 39 banks in Bangladesh, 5 strictly follow Islamic Law, including having Religious Supervisory Councils in their organizational structures. Saudi Arabia’s largest bank, the Islamic Development Bank (IDB) Group, is regulated by Islamic Law (Shanmugam & Perumal, 2005p. 7). The IDB, comprised of 56 member countries, concludes its vision statement with a declaration that it conforms to Islamic Law wherever it operates, including serving Muslims in non-member countries (The Islamic Development Bank Group, Strategic Framework page).

Rahman et al. (2005) posit that as Islamic banking institutions expand globally, their organizational structures must include Islamic Law councils governing their

operations. The authors also argue for a global team of Islamic Law experts setting Islamic ethical and legal standards for banks to follow in their global operations. For example, Islamic Law prohibits trading in world currencies (Usmani, 2002) and Islamic financial institutions are also prohibited from charging interest on loans forcing banks to engage in asset-based lending (Rahman et al., 2005).

Usmani (2002) argues that while charging interest is prohibited, Islamic banks must make a fundamental decision regarding the lending of money to clients. Bank managers must determine the purpose of their loans: are they lending money for altruistic and humanitarian reasons, in which case they cannot charge interest, or are they lending money so they can obtain a share of their clients' profits, (and losses), based on "the ratio of their investment" to the overall investment in the firm by all parties. By sharing in their clients profits (and losses), Islamic financial institutions can legitimately engage in profit making activities (p. 8). Islamic banks, therefore, share some of the risk with their clients: the higher their clients' profits (and losses), the more money Islamic banks may earn and correspondingly, the more money they may potentially lose (pp. ix-8).

Islamic Law places additional restrictions on Islamic financial institutions and Muslim scholars do not universally agree on the limitations. Islamic banks invest approximately 75% of their funds in commodities futures trading because they are prohibited by Islamic Law from charging interest on their loans. Since Islamic Law allows all that is not prohibited, futures' trading is a reasonable and legal substitute for the loss of interest income Islamic banks might otherwise receive. However, some Muslim scholars have ruled that futures' trading is prohibited while other scholars deem it permissible (Kamali, 2000). Ultimately, how this issue is resolved is irrelevant for the



purposes of this study. What is important is that Islamic Law guides Islamic financial organizations in the conduct of their operations.

All Islamic organizations are subject to Islamic Law, not only Islamic financial institutions. Citing sura 28:77, Badawi (2003) suggests that in addition, this all-embracing concept of humanity's relation to Allah "implies four other types of unity" including the concept that all humans and therefore all nations fall "under the jurisdiction of Allah" and that incorporates humans' current life situations, including the management of Islamic organizations (pp. 141-142). In addition to prohibiting charging interest, other business practices forbidden by Islamic Law include fraud and gambling. Selling of goods is also regulated by Shari'a. Banned products include spirits, wine, pigs, and trading in goods that "should be free," that is grass, water, and fire (Abuznaid 2006, January-February, p. 131).

#### Organizational and Management Systems Implications of Islamic Law.

No references that examined Islamic Law from an organizational and management systems perspective were found. However, one study discovered analyzed Islamic Law from a unique angle. Jaques (2001) accomplished an historical analysis of Ibn Qadi Shuhbah's (d. 851/1448) "*The Generations of Shafii Jurists* using a "religious studies approach" (p. 1). The variety of topics Jaques researched in his 10-chapter dissertation provided interesting information on a specific aspect of Islamic Law but offered little useful data for this study. However, he did conclude his methodology of using "the academic study of religion...applied to Islamic texts, that significant information can be found not possible using different approaches and assumptions" (p.

321). The relevance of Jaques' research is that examining Islamic Law from a unique perspective, as this study proposes, may yield potentially significant results that would not be otherwise possible. Sources queried and the associated results are discussed below.

#### *Dissertation Research*

No doctoral dissertations were found that examined Islamic Law from an organizational systems perspective. In addition, no articles were found in scholarly journals or periodicals examining the organizational aspects of Islamic Law. A search of the ProQuest database for full-text theses and dissertation on Islamic Law organizations for the past five years yielded 14 documents that appeared to have no relevance to this study. A search using "Islamic Law" yielded 110 documents. While all of the studies examined Islamic Law from a variety of perspectives, no studies were found that pertained to the organizational and management implications of Islamic Law. However four studies: Agrama, 2005; Erwin 2001; Ghanbarpour-Dizboni, 2000; & Jaques, 2001; discussed below, had some relevance for this dissertation.

Agrama's (2005) dissertation on *Law Courts and Fatwa Councils in Modern Egypt: An Ethnography of Islamic Legal Practice* explored "the practice of Islamic Law (al-sharia al-islamiyya, or Islamic Sharia) in modern Egypt" (p. 1). Interestingly, Egypt's legal system is "mostly based on French law," however, the Egyptian "constitution states that the Islamic Sharia is the principle source of law" (Agrama, 2005, pp. 1-3).

Ghanbarpour-Dizboni (2000) examined Islam's "doctrine of war called jihad" accomplishing a comparative analysis of "classical and modern contexts of jihad" and justifying the use of military force (p. iii). Ghanbarpour-Dizboni suggests the "holy war" and just war are both normative doctrines of war" with holy war referring "to exclusively

religious grounds” to use force and just war including “both religious and non-religious justification grounds of war.” Ghanbarpour-Dizboni emphasized that “holy war is used for those religious wars that are offensive, that is the wars of conversion (p. 6).

Two sources suggest that “modern international law has formally rejected the Christian religious justifications of war and consequently defense has been formally recognized as the only just cause to wage war” (Nardin, 1992, 299; De Lupis 1987, 126 as cited in Ghanbarpour-Dizboni, 2000, p. 10). De Lupis (1987, 127) concluded “that non defensive resort to force (based on religious, ideological or secular reasons) has become largely obsolete in Western international law” (as cited in Ghanbarpour-Bizboni, 2000, p. 10).

Ghanbarpour-Bizboni (2000) explicated that the most accurate perspective in which to understand the Islamic international relations is to “use the term doctrine for [the] Islamic view of war and peace” as the more “accurate” perspective vice considering it an Islamic theory (p. 12). However, he rejects the concept that jihad is translated to mean “‘holy war,’” ‘guerre sainte’ or Islamic crusade. From an Islamic philological point of view, jihad means striving and exerting one self (Nasr 1982, 14 as cited in Ghanbarpour-Bizboni, 2000, pp. 22-23) and refers mainly to spiritual purification.

Ghanbarpour-Bizboni (2000) goes on to state that “there are four types of jihad in Islam: Jihad by heart, by tongue, by hand and by sword. The first is basically spiritual purification... named the Greater jihad. The second and third are concerned with the support of good and correcting wrongs.” Jihad by the sword “is equivalent to war and is called the lesser jihad” which is the meaning he used for the term for his study (p. 23).

Elass (2004) is unequivocal in his explanation of jihad. While there were “four stages in Muhammad’s teaching...the Koran prescribes *jihad* against Islam’s enemies.” Elass recognizes there is “confusion” over the meaning of the term, due primarily Muhammad’s development of the term, over time, based on the changing “circumstances of his early community.” Muhammad’s first use of the term meant “peaceful persuasion.” In Medina, he modified the meaning to “warding off aggression.” Next, “Muhammad taught that those who sacrificed their lives in battle for the cause of God would be guaranteed admission to the highest level of heaven” thus moving from the “defensive to the offensive” meaning of jihad. Finally, Muhammad’s teaching on “*jihad* removed any limitation on when fighting in the cause of Allah could be initiated. When commanded by a recognized Muslim leader, military attack against non-Muslims was deemed appropriate in any season and on any land not yet surrendered to the armies of Islam.” The fourth and final stage became “expansionist *jihad*” (pp. 147-149).

Elass (2004) further elucidates that the final stage is the normative stage for Muslims today. He states, “according to Islamic jurisprudence, it is the fourth [stage] (i.e., expansionist *jihad*), understood as armed struggle against unbelievers whether or not the Muslim community has been attacked. Furthermore, Elass emphasizes that Muslims are obligated to support the expansion of Islam to all countries throughout the world, including using military force, if required, to establish Islamic Law. He states, “*Jihad* is a duty incumbent on the international Muslim community as long as there remains any resistance to universal Islamic rule” (p. 150).

Regarding war and Islamic Law, there are three views from the classical perspective. First, war is the basis of international relations between Muslim and non-

Muslim nations (“al-harb hiya-l-asl (war is the norm”). Second, the opposite view is held: peace is the “normal state of relations” (“al-salam huwa-lasl (Peace is the norm”). Third, is a “middle position between two extremes...[that] emphasizes the expansion of the Islamic state’s sovereignty (“nazariyyat al-siyada (Theory of [Islamic] sovereignty”)) (Ghanbarpour-Bizboni, 2000, pp. 26-52). He further develops the three views and states, “each one of...these three views...supports in one way or another, the resort to war is accepted for the purpose of religious expansion.” Thus, “classical Muslim *jus ad bellum* clearly recognizes the principle of offensive use of force in inter-state relations” (p. 26). Furthermore, Khadduri (1955) states:

The dar al-harb [territory of war]...lacks the legal competence to enter into relations with dar al-Islam [territory of peace] on the basis of equality....[therefore] any arrangements made between the two dars is, by necessity, of short duration, since it carries with it no implied recognition or change in the state of war. (p. 170).

Ibn Rushd (Averroes) (1974, 538), Al-Mawardi (1978, 39), Qasimi (1982, 16-172), Ibn Kathir 1983, 308-337), and Shita (1996, 135-137, 143) all support the notion that the “principle of offensive war is general, absolute and always valid” and the world is divided into two spheres: “*dar al-Islam* (house of Islam) and *dar al-harb* (house of war). Classical and medieval Muslim authors as well as “some contemporary conservatives” take this view (as cited in Ghanbarpour-Bizboni, 2000, pp. 27). Khadduri (1996) used the terminology, “territory of Islam” for *dar al-Islam* and “territory of war” for *dar al-harb* (Khadduri, 1966 as cited in Erwin, p. 9).

Erwin (2001) evaluated the “suitability...of Islamic Law...for contemporary society” by investigating Islamic Law from one Muslim scholar’s (“Abdullahi an-Na‘im”) perspective. This scholar advocated “the radical reform of the Shari‘a...as the

only alternative that allows Muslims to wholly implement a Shari‘a that is both legitimate internally as well as internationally, satisfying requirements of human rights laws” (pp. ii; 5). Some aspects of Erwin’s dissertation were relevant to this study, and cited elsewhere where appropriate; however, with Erwin’s focus on reforming Islamic Law, the majority of the study was not relevant.

#### *Professional Military Journals*

Again, no articles were found that examined the organizational and management implications of Islamic Law. A query using “Islamic Law” as the search parameter on the Defense Technical Information Center’s (DTIC) website yielded no matches out of 940,380 documents in the database whereas a query on “Islam” yielded 560 hits. A further search of two databases covered by the DTIC website, the U.S. Air Force’s Air University Library and *Parameters*, the U.S. Army’s War College quarterly and yielded few results.

Searching the U.S. Air Force’s Air University Library Index to Military Periodicals, one document was found on Islamic Law in a database of 110,842 pages; however, 137 articles were found on Islam but nothing pertinent to this study. This researcher reviewed approximately 200 articles in 27 issues of *Parameters*, the U.S. Army’s War College quarterly, from 2000-2007, and not one covered this researcher’s topic. While not directly related to Islamic Law, Baker (2006-2007, Winter) examined counterinsurgencies from a systems perspective developing a systems model based on feedback loops. He utilized this approach to suggest performance metrics that could be developed to gauge progress when executing counterinsurgency strategies. While Baker’s article did not provide insight into Islamic Law, it did demonstrate an insightful example

of applying systems thinking to complex politico-military issues. However, a book review by Singer (2004, Summer) and Record's (2003) article provided some insight into various aspects of Islamic terrorism.

Singer (2004, Summer) reviewed five books that discussed terrorism from differing perspectives. The first book, *The Crisis of Islam: Holy War and Unholy Terror* by Princeton University Historian Bernard Lewis, Singer posits that "Lewis's analysis is surprisingly ahistoric for a historian, glossing over entire centuries and deep complexities." Paul Berman's *Terror and Liberalism* was mostly theoretical concluding "the ideology of al Qaeda and radical Islam is driven by a fear and hate of liberal ideals of tolerance" rejecting "the 'hideous schizophrenia' of the West that attempts to divide the state from religion and promotes individual freedom." While Singer suggested Berman "attempts to cover too much ground...and offers too few tangible solutions" the greatest benefit of this book is Berman's analysis of "the works of Sayyid Qutb...an Egyptian teacher who became the major philosopher for the Muslim Brotherhood in the 1950s and 60s" whose "writings form the ideological foundation for most Islamist terror groups today." Qutb's, "'Sign-Posts on the Road' was reputed to be almost as prevalent as the Quran in the Afghan training camps" (pp. 143-144).

Singer (2004, Summer) next reviewed Richard Chasdi's, *Tapestry of Terror: A Portrait of Middle East Terrorism, 1994-1999* which was "difficult to read...[and] is a book solely for experts" but concluded Chasdi's work found "that economic backwaters...at the state and provincial level, as well as instances of failed modernization and unequal development, can lead to the formation and proliferation of terrorist groups." According to Singer, Chasid's quantitative analysis suggest "that failed and failing states,

as well as the lack of human development, do matter for terrorism...which is a key fault-line in the field” (p. 144).

Next, Singer (2004, Summer) reviewed Walter Laqueur’s *No End to War: Terrorism in the Twenty-First Century*, who is “one of the foremost experts on terrorism” Laqueur emphasized “multiple causes of terrorism (religious radicalism, political repressions, and even individual and group psychology).” Furthermore, Laqueur suggested that “modernity, rather than democracy...is the most important force in defeating the present wave of global terrorism.” In a somber note, he concluded, “that weapons of mass destruction (WMD) will be used at some point by terrorists in this continued conflict” (p. 145).

Finally, Singer (2004, Summer) reviewed Jessica Stern’s *Terror in the Name of God: Why Religious Militants Kill*. Stern found, “that in this increasingly networked but still distant world, the most vulnerable in populations are particularly at risk to succumbing to the sway of a charismatic leader or a deeply believed and holistic ideology.” While not addressing the organization and management guidance Islamic Law provides terrorists, Summer suggests that “Stern’s best analysis is in her look at the multiple structures and organizations of radical groups” (p. 146).

While no sources provided an analysis of Islam or Islamic Law from a system’s perspective, Record’s (2003, Spring) comments on the 2002 National Security Strategy “known as the Bush Doctrine” indirectly addressed the systems perspective. He suggested that “the gravest threat to American security today...[is] the possibility of a 9/11 with nuclear weapons. Furthermore, even though Record did not take a systems perspective on combating terrorism, an analysis of his article provides evidence of a



complex interrelationship of issues—a system’s perspective should be considered in prosecuting this war (pp. 4-10).

War reports from November 3, 2003 to April 2, 2006 were reviewed on the *Terrorism Research Center* website and nothing was found that addressed organizational and management implications of Islamic Law.

#### *Peer Reviewed Research: Academy of Management Publications*

The Academy of Management’s article retrieval service covering the *Academy of Management Journal* (articles since 1958), *Academy of Management Review* (articles since 1976), *Academy of Management Executive* (articles between 1987-2005), *Academy of Management Perspectives* (beginning with the 2006 issue), *Academy of Management Learning and Education* (articles since 2002), and the *Proceedings* (articles since 1954) was searched for articles relevant to this dissertation. The first search using the term “Islam” produced 25 five articles; however, none of the articles addressed Islam. Next, the term “Islamic Law was used as the search parameter and two articles were found and again, neither article addressed Islamic Law. The final search parameter used was, “Islamic organization and management”: no articles were found.

#### Other Sources

Turning next to other sources, including the Internet, nothing was discovered that addressed Islamic Law from an organizational and management systems perspective. For example, a search of Harvard Business Review Online: The Website of Harvard Business School of Publishing yielded one result using the search parameters of “Islam, Islamic

Law, Islamic Organizations, and Shari‘a.” The source discussed Islamic finance and had no relevance.

An Internet query on “Search.com” using “Islamic Organization and Management” failed to uncover any sources addressing Islamic Law from an organizational and management systems perspective, even though a plethora of Islamic links were found. However, Shikoh’s (2005, May 15) book review of Beekun’s (n.d.) *Islamic Business Ethics* was discovered on DinarStandard’s Business Strategies for the Muslim World. Shikoh’s review demonstrates that Islam and Islamic Law apply to all aspects of Muslim’s lives, including providing guidance for business operations and associated organizational ethics. Shikow states the books author “addresses key principles of management from an Islamic point of view with a stated goal to help Muslims engaged in business to act in accordance with the Islamic system of ethics” (para. 1). The author’s position on business ethics is based on Islamic teaching to include the Qur‘an and the Sunnah offering readers “...a framework on an overall Islamic ethics model for an organization to adopt” (para. 4).

While the literature reviewed did not address the organizational and management implications of Islamic Law, a few sources commented on the institutional and military aspects of Islam. After Muhammad’s exodus from Mecca to Medina, “Islam became an institution [and] the rules of conduct that served as the foundation of later jurisprudence found their definite form.” In addition, “it also became a fighting organization whose trumpet has echoed through all the later history of Islam.” This is the timeframe that Muhammad “organized military expeditions,” regulated “the distribution of plunder and fixing the laws of inheritance and property” (Goldziher, 1981, pp. 8-9). According to

Goldziher (1981), historical Islam was not an institution of peace and love. Rather, it was combative and Muhammad's legacy was to expand the geographical territory controlled by Islam and subjugate non-believers.

Gawthrop, (2004) discussed the complex interrelationship of Islam as “simultaneously a religion, a political philosophy, and schools of law.” He suggests, “American policy makers, strategists, journalists, and citizenry are fixated on the religious aspects of Islam to the degree that we find it difficult to organize a coherent and cohesive strategic defense against its ideology” (p. 27). Furthermore, he touched on a military doctrine in Islam that allows “for autonomous and decentralized execution as well as some rather remarkable values insulating Islam from external penetration.” Without explicitly mentioning an organizational structure, he explains that Muslim clerics provide not only “political and...religious guidance” but “provide...military...guidance” as well (pp. 28-29).

Hallaq (1997) discussed two categories of duties that Muslims must fulfill: those that are “incumbent upon all Muslims...[and] the second type [that] entails duties for only a few.” An example Hallaq cited is the “obligation to conduct holy war against the infidels; if part of the Muslim community performs that task, the obligation imposed upon the entire community is waived” (p. 27). Ghanbarpour-Bizboni (2000) states that the resort to military force is legitimized when necessary whether to make others convert or to eliminate the external obstacles in the way of preaching Islam or finally to expand the political authority of Islam. (p. 30).

Islam has a universalistic perspective: the “Islamic state [seeks] the subordination of the whole world under its law and religion,” therefore, Islamic Law is compelled “to

‘recognize no other nation than its own’... ‘in contrast with the modern law of nations, which presupposes the existence of a family of nations composed of states enjoying sovereign rights and equality of status’” (Khadduri, 1956, p. 358 as cited in Erwin, 2001, p. 10). Goldziher (1981, p. 102) explains that at least some early Muslims believed, “it is the duty of the head of the Islamic state to levy war on such territories” as the “land of war.”

#### *U.S. Government Literature on Islamic Terrorism*

In order to determine if the U.S. government considered an organizational and management systems perspective on Islam, Islamic Law, or Islamic terrorism, four documents were reviewed. They were chosen because of the extensive impact they have on prosecuting the Global War on Terror. They were: The National Security Strategy of the United States (2006, March); The National Intelligence Strategy of the United States of America: Transformation through Integration and Innovation (2005, October); the 2006 Department of Defense Quadrennial Defense Review (QDR), and the National Strategy for Combating Terrorism (2003, February).

The National Security Strategy of the United States (2006, March) (NSS) provided a comprehensive overview of the U.S. government’s approach to protecting America from its adversaries suggesting that “promoting democracy is the most effective long-term measure for strengthening international stability” (p. 3). While not specifying a comprehensive systems approach to combating terrorism is warranted, the NSS intimates a systems approach will be utilized, at least partially, by stating, “we will employ the full array of political, economic, diplomatic, and other tools at our disposal” (p. 6). While the NSS addressed “defeating terrorism requires a long-term strategy and a break with old

patterns” it fails to intimate, much less acknowledge, that understanding Islam, Islamic terrorism, or Islamic Law using a systems perspective is warranted. The NSS states:

While the War on Terror is a battle of ideas, it is not a battle of religions. The transnational terrorist confronting us today exploit the proud religion of Islam to serve a violent political vision: the establishment, by terrorism and subversion, of a totalitarian empire that denies all political and religious freedom. These terrorists distort the idea of jihad into a call for murder against those they regard as apostates or unbelievers—including Christians, Jews, Hindus, other religious traditions, and all Muslims who disagree with them....A proud religion—the religion of Islam—has been twisted and made to serve an evil end, as in other times and places other religions have been similarly abused. (pp. 9-10)

The genesis of the Office of the Director of National Intelligence (ODNI) sprung from the September 11, 2001 attack on the U.S. The “Intelligence Reform and Terrorism Prevention Act (IRTPA) passed by Congress in 2004. The IRPTA codified the new concept of ‘national intelligence’ which led to the creation of the ODNI, which authored the October, 2005 National Intelligence Strategy (NIS). The NIS does not address Islam or Islamic Law but does discuss “terror” and “terrorists” in the contexts of its objectives (p. 4). However, the NSS does suggest a systems approach to integrating the national Intelligence Community will be used, although it doesn’t use the term. The NSS states, “our strategy is to integrate, through intelligence policy, doctrine, and technology, the different enterprises of the Intelligence Community” (p. 3).

The *Quadrennial Defense Review Report* (2006, February 6) (QDR) provides the future transformation of the Department of Defense. It recognized the war on terror will be a protracted war fighting “global terrorist networks that exploit Islam to advance radical political aims” (p. 1). It takes a systems approach to transformation evidenced by its statement that “implementing enterprise-wide changes to ensure that organizational structures, processes and procedures effectively support its strategic direction (p. 1).

Furthermore, it attempts to move the military services “from separate military Service concepts of operation—to joint and combined operations” (p. vii), further evidence of a systems approach although without acknowledging this perspective.

The QDR views the terrorism threat from “the rise of global non-state terrorist networks” that are “distributed multi-national and multi-ethnic networks of terrorists and uses similar terminology used by the NSS describing the terrorism war as “both a battle of arms and a battle of ideas—a fight against terrorist networks and against their murderous ideology” (pp. 19-22). Like the previous documents, the QDR fails to address Islam or Islamic Law from the broader perspective of their political, military, social, cultural, or economic aspects.

The *National Strategy for Combating Terrorism* (NSCT), released on September 5, 2006, discussed the “realities in the war on terror; today’s terrorist enemy; the U.S.’ strategic vision and strategy for winning the war; and how to institutionalize the strategy for “long-term success.” It states, “America is at war with a transnational terrorist movement fueled by a radical ideology of hatred, oppression, and murder” and this is “a battle of arms and a battle of ideas.” The overview stresses that as America has learned and adapted to terrorists’ actions, “the terrorists have adjusted” to American tactics as well. Basically, America has discovered that Islamic terrorists are adaptable, which complicates the prosecution of this war. The NSCT recognizes that “terrorist networks...are more dispersed and less centralized” and “they are more reliant on smaller cells inspired by a common ideology and less directed by a central command structure” (The White House, 2006, September, pp.iii-4).

Unlike The White House's (2003, February) previous version of the NSCT which posited that "terrorist organizations share a basic structure" the current version omits this discussion. However, the current NSCT continues to emphasize the global nature of Islamic Terrorism and the unsupported notion that terrorists are exploiting Islam. It states: this strategy suggests that Islamic terrorists "exploit Islam to serve a violent political vision" with some of the terrorist organizations, "particularly al-Qaida... aim to establish a single, pan-Islamic, totalitarian regime" stretching "from Spain to Southeast Asia." It goes on to discuss the concept of jihad stating, "the terrorists distort the idea of jihad into a call for violence and murder against those they regard as apostates or unbelievers, including all those who disagree with them." It further states that from Islamic terrorists' perspectives, "there is no peaceful coexistence with those that do not subscribe to their distorted and violent view of the world. They accept no dissent and tolerate no alternative points of view" (pp. 5-6).

Regarding the strategy to win the Global War on Terror, the NSCT posits that "the long-term solution for winning... is the advancement of freedom and human dignity through effective democracy" and that "terrorists are emboldened more by perceptions of weakness than by demonstrations of resolve" (The White House, 2006, September, p. 9). Throughout the document, a central theme stressed is that terrorists distort Islam and the terrorists "violent extremist ideology...[as] a form of totalitarianism following in the path of fascism and Nazism" is not part of Islam's fundamental teachings (p. 11).

The NSCT's discussion hints at terrorisms' organizational and management systems factors although it does not address Islamic terrorism from this perspective. Also missing from the discussion is recognition of using a systems approach to combat

terrorism; although, it does intimate that a systems approach is being used. The document states, “The paradigm for combating terrorism now involves the application of all elements of our national power and influence. Not only do we employ military power, we use diplomatic, financial, intelligence and law enforcement activities” (The White House, 2006, September, p. 1).

Finally, the strategy discusses the integration of government agencies and functions into a more coherent approach to prosecuting the war including establishing:

The Director of National Intelligence...to better integrate the efforts of the [national Intelligence] community; the National Counterterrorism Center (NCTC)...to serve as a multi-agency center analyzing and integrating all intelligence pertaining to terrorism...; and the National Counterproliferation Center to manage and coordinate planning and activities in those areas. (The White House, 2006, September, pp. 19-20)

It further discusses “the transformation” of the Federal Bureau of Investigation,” the efforts of the Department of the Treasury’s newly created “Office of Terrorism and Financial Intelligence”, the Department of Defense’s challenges and “restructuring” efforts, and the Department of State’s “new framework, for foreign assistance” in addition to international “coalitions and partnerships” all indications of a systems approach to fighting Islamic terrorists (The White House, 2006, September, pp. 19-20).

### Summary

This chapter had four foci: (a) organizational systems perspective; (b) history of American religious values on American management practices; (c) Islamic Law; and (d) organizational and management systems implications of Islamic Law. The review of organizational systems literature suggests that systems can be defined as the interactions



of nonlinear interdependent parts where properties emerge at higher levels of complexity (Bar-Yam, 1997; Bertalanffy, 1968; Checkland, 1993; Checkland & Scholes, 1990; Gharajedaghi, 1999; Laszlo, 1996; Stacey, 1996) and the properties “cannot be reduced in explanation to lower levels” (Checkland, 1993, p. 13), as discussed above.

Historically, religion has had an influence on American management practices; although, the impact of Weber’s Protestant Work Ethic thesis is questionable. The significant aspect is not whether Weber’s thesis impacted American capitalism, but whether religion in general impacted capitalism’s rise in America, which it did. Even more importantly, this review validated this study’s approach that examining a religion’s influence on management practices is an important scholarly endeavor that is backed by extensive research over the past 100 years.

Before addressing Islamic Law, an abbreviated literature review on Islam was conducted, not from the perspective to form a value judgment on the Islamic faith, but to gain an understanding of how Islamic Law developed. This review demonstrated that one cannot comprehend Islamic Law without understanding its roots in Islamic history. Islam, meaning “‘surrender’ to the will of God” (Armstrong, 2002, p. 205) was founded by Muhammad and began in “early seventh-century Arabia” (Robinson, 2003, p. xvi). The Muslim Holy Book, “the Qur’an and the genesis of the Islamic community occurred in the light of history and against a social-historical background” and “the Qur’an is a response to that situation.” At the time, Islam was a countercultural movement attempting to combat the perceived ills of Muhammad’s tribal cultural (Rahman, 1982, p. 5) and Islamic Law was the natural consequence of Islam.

The literature reviewed illustrated that Islamic Law is sublime: its authority applies to all aspects of Muslims' personal and professional lives. From a personal perspective, "it is the foundation of cultural uniqueness...to live by Islamic law is not merely a legal issue, but one that is distinctly psychological" (Hallaq, 2005, p. 1). From a professional perspective, it even guides Islamic financial institutions. More importantly, there is a branch of Shari'a that specializes in Islamic commercial law. This review of Islamic Law indicates that it is a highly complex organizational system with multiple interdependent nonlinear layers that matches the definition of organizational systems above.

Reviewing Islamic authors, one finds common ground between Christian and Islamic business ethics concerning production and consumption guidelines and restrictions, spending, financing, and marketing issues. Similar to the Protestant work ethic, Islam sees "labor as a potential act of worship" (Badawi, 2003, p. 148). However, a significant difference exists that distinguishes Islamic organizations from all others. Muslims are required to follow Islamic Law in all aspects of their lives, including leading and managing Islamic organizations, even to the point of having Islamic Law committees being established in formal organizational structures. Islam is a way of life and Islam, as an institutional religion, is embedded into the practice of trade and business (Abuznaid, 2006).

Singer's (2004, Summer) book reviews support the proposition that Islam, Islamic Law, and Islamic terrorism are complex systems. As a borderless, nation-state organization, Islam's influence reaches every part of the world. It is more than a religion: it is an extraordinarily complex system with tightly interwoven, interdependent parts:

Islam and Islamic Law are politico-military, sociocultural, and “religio-legal” (Hallaq, 2005, p. 180) organizations. It is a unifying structure for Muslims throughout the world, regardless of where they live, forming “the spine of Islam throughout its history. It has given Muslims a sense of unity and recognition in cultures as heterogeneous as the Chinese and the African, the Soviet and the American” (Bakhtier, 1996, p. XXXIII).

Scholarly research on Islamic Law from an organization and management systems perspective is nonexistent! Compared to scholarly literature on western “common law and civil law...[there is] relatively little English language material...on Islamic Law (Shari’a)” (Lippman, McConville, & Yerushalmi, 1988, p. 1) and the literature that does exist is redundant. However, the literature that was reviewed illuminated various aspects of Islamic Law, even though it was not focused on an organizational and management systems perspective.

The literature is contradictory regarding the holy war aspect of jihad. Ghanbarpour-Bizboni (2000) rejected the “holy war” aspect of jihad, as did others including the current (September, 2006) U.S. administration as evidenced by the discussion in The White House’s (2006, September) National Strategy for Combating Terrorism. However, this rejection may be an example of Gawthrop’s (n.d., pp. 1-3) thesis that Muslims use “subterfuge...when outsiders are “trying to ascertain the inner workings of Islamic institutions and processes” especially considering that the “Iranian Ministry of Culture and Higher Education” provided financial assistance for Ghanbarpour-Bizboni’s research (p. xvii). Khadduri (1955) states:

On the assumption that the ultimate aim of Islam was worldwide, the dar al-Islam was always, in theory, at war with the dar al-harb...and the jihad may be regarded

as a form of religious propaganda that can be carried on by persuasion or by the sword. (pp. 53-56)

It is challenging to ascertain the true meaning of jihad considering Gawthrop's (n.d.) thesis and the literature's emphasis on the sharp divide between the territory of war and the territory of peace, as defined by Islamic Law. However, the evidence suggests that jihad means holy war. As Khadduri (1955, p. 53) states, "thus the jihad, reflecting the normal war relations existing between Muslims and non-Muslims, was the state's instrument for transforming the dar al-harb into the dar al-islam." Furthermore, Ellass' (2004) unequivocal treatment of jihad demonstrates that the normative stage for Muslims is to understand jihad to mean "expansionist *jihad*... according to Islamic jurisprudence... it is... *understood as armed struggle against unbelievers whether or not the Muslim community has been attacked*" [italics added] (pp. 147-149).

Professional military journals, Academy of Management journals, and general Internet web-based searches for any literature that addressed the organizational and management systems perspective of Islamic Law were conducted and nothing was found. However, three U.S. government sources were reviewed based on the assumption that since the U.S. is engaged in a protracted global war against Islamic terrorism, the government would have some insight into an organizational and management systems perspective of Islam, Islamic Law, or Islamic terrorism

Surprisingly, The National Security Strategy of the United States (NSS) (2006, March); *The National Intelligence Strategy of the United States of America: Transformation through Integration and Innovation* (2005, October); the 2006 Department of Defense *Quadrennial Defense Review*; and the *National Strategy for*

*Combating Terrorism* (NSCT) (2006, September) displayed a remarkable lack of understanding of the complex interdependent nature of Islam and Islamic Law from an organizational and management systems perspective. None of the documents addressed Islamic terrorism, much less Islamic Law, from an organizational and management systems perspective. To the government's credit, while not specifying a comprehensive systems approach to combating terrorism is warranted, the NSS intimates a rudimentary systems approach will be utilized, at least partially, by stating, "we will employ the full array of political, economic, diplomatic, and other tools at our disposal." Also, to the Government's credit, the NSCT at least hints at the organizational and management systems factors of Islamic terrorism, even though the term was not explicitly used.

The absence of previous studies examining Islamic Law from an organizational and management systems perspective further supports the significance of this dissertation that is focused on investigating Islamic Law from this unique perspective

## CHAPTER 3. METHODOLOGY

### Researcher's Philosophy

Appendix B provides an expanded explanation on how previous life experiences including prior education, military service, university teaching and work experiences may potentially introduce bias into this study. To summarize, this researcher takes a systems perspective in understanding complex phenomena and considering the complexity of Islam, Islamic Law, and Islamic terrorism, this is the approach that seems most valid for the purposes of this study. The rationale for this decision follows. First, the ways researchers gain knowledge will be discussed. Next, a distinction will be made between quantitative and qualitative research followed by a discussion of qualitative research. Third, a discussion of case study methodology will follow before comparing cases studies to other forms of qualitative research. Fourth, the researcher's philosophical approach will be discussed followed by a discussion on the theoretical framework. Sixth, the research and sampling design; data collection and analysis procedures; and expected findings and ethical considerations will be discussed.

There are ontological ("claims about what is knowledge"), epistemological ("how we know it"), axiological ("what values go into it"), methodological ("the processes for studying it"), and rhetorical ("how we write about it") underpinnings researchers use to gain knowledge (Creswell, 2003, p 6). Creswell further elaborates on four perspectives

on how researchers gain knowledge through their research: postpositivism, constructivism, advocacy/participatory, and pragmatism and three general approaches to research: qualitative, quantitative, and mixed methods. Denzin & Lincoln (2005) state, “four major interpretive paradigms structure qualitative research: positivist and postpositivist, constructivist-interpretive, critical and feminist-post structural” becoming “more complicated at the level of concrete specific interpretive communities” (p. 22).

Creswell (2003) claims that the postpositive perspective “is sometimes called the ‘scientific method’ or doing ‘science research’ also called quantitative research, positivist/postpositivist research, empirical science and postpositivism” (p. 6). He also maintains that the postpositivist approach is “reductionistic” in nature, that is, it reduces “ideas into a small, discrete set of ideas to test, such as the variables that constitute hypotheses and research questions” (p. 7). According to Creswell’s description, postpositivism would be counter to this study’s approach because Islamic Law cannot be reduced in a reductionistic method. However, not all sources reviewed agreed with Creswell’s understanding of positivism and postpositivism.

Denzin & Lincoln (2005b) make a clear distinction between positivism and postpositivism. For example, they state, “the experimental (positivist) sciences (physics, chemistry, economics, and psychology) are often seen as the crowning achievements of Western civilization, and in their practices, it is assumed that ‘truth’ can transcend opinion and personal bias” (Carey, 1989, p. 99; Schwandt, 1977b, p. 309 as cited in Denzin & Lincoln, 2005b, p. 8). Gall, Borg, and Gall, (1996); stress that “quantitative research is virtually synonymous with positivist research” (p. 28). Furthermore, Denzin and Lincoln, (2005a, b); and Miles and Huberman (1994) support this view that

qualitative research has a postpositivist perspective. Therefore, this study will adhere to the viewpoint that qualitative research has a postpositivist perspective, as supported by Carey (1989, p. 99, as cited in Denzin & Lincoln, 2005b, p. 8); Denzin and Lincoln (2005a, b), Gall et al. (1996), Leedy and Ormrod (2005), Miles and Huberman (1994), and Schwandt, (1977b, p. 309, as cited in Denzin & Lincoln, 2005b, p. 8).

Stake (1995) suggests that “most contemporary qualitative researchers nourish the belief that knowledge is constructed rather than discovered (p. 99). Researchers adopting a constructivist approach utilize “a relativist ontology (relativism), a transactional epistemology, and a hermeneutic, dialectical methodology...oriented to the production of reconstructed understanding of the social world” (Lincoln & Guba, Chapter 23 as cited in Denzin & Lincoln, 2005b, p. 184). Stake suggests that constructivism is a “belief that knowledge is made up largely of social interpretations rather than awareness of an external reality” (p. 170). With socially constructed knowledge claims, or “social constructivism (often combined with interpretivism)” researchers seek to understand their environment by developing “subjective meanings of their experiences.”

The resulting discoveries “are varied and multiple, leading the researcher to look for the complexity of views rather than narrowing meanings into a few categories or ideas” (Creswell, 2003, p. 8). There is recognition that researchers’ “background shapes...their interpretation...and acknowledge” the impact of their individual background on their studies (Creswell, 2003). Attachment B acknowledges this impact and provides insight in the background that may influence and bias this study.

Advocacy/participatory knowledge claims arose from limitations in the postpositivist’s approach. This view also addresses an issue with the constructivist



approach in that it “did not go far enough in advocating for an action agenda to help marginalized peoples.” Advocacy, participatory researchers believe “an action agenda for reform that may change the lives” of everyone involved should be included (Creswell, 2003, pp. 9-10). Stake (1995) addresses the varied roles that case study researchers have, including the role of advocate. He suggests that case study researchers are “obligated to indicate how the findings might be extrapolated, how they could be interpreted in various circumstances, and how they accommodate theoretical discourse.” Unfortunately, researchers have a tendency to go beyond these limits and “do their...best to convince their readers that they too should believe what the researchers have come to believe” (p. 93).

“Pragmatism links theory and praxis” (Greenweed & Levin, 2005, p. 53). Having many types, pragmatism differs from postpositivism because “knowledge claims arise out of actions, situations, and consequences rather than antecedent conditions.” The problem takes on greater importance than the methods to study the issue and becomes “a philosophical underpinning for mixed methods studies (Creswell, 2003, p. 11).

#### Distinction Between Quantitative and Qualitative Research

Turning now to the distinction between quantitative and qualitative research, qualitative research is seen from the positivists perspective “as an assault on this tradition, whose adherents often retreat into a ‘value-free objectivist science’ (Carey, 1989, p. 104 as cited in Denzin & Lincoln, 2005b, p. 8). Quantitative research is focused on determining “the quantity or extent of some phenomenon in the form of numbers” while qualitative research is focused on “words and observations; stories, visual

portrayals, meaningful characterizations, interpretations, and other expressive descriptions” (Zikmund, 2000, p. 101). Gall et al. (1996) suggest quantitative research “is grounded in the assumption that features of the social environment constitute an independent reality and are relatively constant across time and settings” (p. 29). A previously discussed assumption is that Islamic Law is complex and cannot be quantified; therefore, a quantitative approach to conducting this study is not warranted.

Stake (1995) captures this project’s perspective of qualitative studies that the “research questions...orient to cases or phenomena, seeking patterns of unanticipated as well as expected relationships” (p. 41). Gall et al. (1996) propose that qualitative research is synonymous with case study research. They use Denzin & Lincoln’s (1994) definition who suggest qualitative research uses multiple methods to gain an understanding of the topics at issue by examining the issues in “their natural settings (as cited in Gall et al., 1996, pp. 28-29). Leady and Ormrod (2005) further support the viewpoint that qualitative research is the epistemological method of choice when attempting to understand “the complex nature of phenomena” being studied (p. 94).

Islam, Islamic Law and Islamic terrorism have innumerable, intricate interconnections and this study’s attempt to provide additional insight into these phenomena will be accomplished through the textual analysis of words used in Islamic Law, and specifically, the Qur’an. Creswell’s (1998) earlier work provides a clear definition of qualitative research that matches this study’s intent:

[It] is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyzes words, reports detailed views of information, and conducts the study in a natural setting. (Creswell, 1998, p. 15)

There are several differences between quantitative and qualitative research (Fraenkel & Wallen, 2000; Gall et al., 1996) and while “there is no rigid demarcation between qualitative and quantitative methods, there are some salient differences between these two major epistemologies” (Simon & Francis, 1998, p. 46). Qualitative research is better suited for “theory development” whereas quantitative research is better suited for “theory testing.” Qualitative research is “subjective”; it lends itself to “observations, interviews,” and “descriptive statistics” in “naturalistic or organic settings,” whereas quantitative research is “objective”; it lends itself to “tests, surveys,” and “inferential statistics: in “synthetic settings.” Qualitative research “generates hypothetical propositions,” whereas, quantitative research “generates predictive relationships” (p. 46). Examples of quantitative research designs include descriptive, experimental, and quasi-experimental studies (Biscoe, 2003). Denzin and Lincoln (2005b) further elaborate on the differences between quantitative and qualitative research, including a discussion of the academic political biases that enter discussions concerning the validity of qualitative approaches.

“Qualitative researchers seek a better understanding of complex situations...the process...is more holistic and ‘emergent,’ with the specific focus, design, measurement instruments, and interpretations developing and possibly changing along the way” (Leedy & Ormrod, 2005, p. 95). Trochim (2005a, January) discusses four common qualitative approaches or “general way[s] of thinking about conducting qualitative research”: ethnography, phenomenology, field research, and grounded theory. Ethnography studies a culture, including an organizational culture. Phenomenology studies “peoples’ subjective experiences and interpretations of the world...the phenomenologist wants to

understand how the world appears to others. In field research, “the researcher goes ‘into the field’ to observe the phenomenon in its natural state” and “the field researcher...takes extensive...notes which are subsequently coded and analyzed in a variety of ways.” Grounded theory develops “theory about phenomena of interest...but...rooted in observation.” Therefore, “grounded theory is a complex *iterative* process” (Qualitative approaches section).

There are numerous qualitative methods of gathering data. Five common methods are: participant observation, direct observation, historical, unstructured interviewing, and case studies (Biscoe, 2003; Trochim, January, 2005b). Participant observation is “one of the most common methods for qualitative data collection...[and] one of the most demanding...to assure that the observations are of the natural phenomenon.” Direct observation requires less time than participant observation and “suggests a more detached perspective. The researcher is watching rather than taking part” (Trochim, January, 2005b, Qualitative methods section). It appears that Trochim treats cases studies as a data gathering methodology rather than as a “formal research method” which Yin (2003, p. 12) identifies as a limitation in qualitative research textbooks, discussed below.

Historical methods collect and evaluate “data related to past events that are used to describe causes, effects and trends that may explain present or future events.” This “data is often archival (Biscoe, 2003). “Unstructured interviewing involves direct interaction between the researcher and a respondent or group...[with] no formal structured instrument or protocol.” This is very “useful for exploring a topic broadly.” However, “it is usually more difficult to analyze...data, especially when synthesizing across respondents” (Trochim, 2005b, January, Qualitative methods section).

## *Case Study Methodology*

Yin (2003) suggests that case study methodology is generally inadequately covered in most research methods textbooks even stating, “most social science textbooks have failed to consider the case study a formal research method” (p. 12). Zikmund (2000, p. 107) considers case study method as “an exploratory research technique” and devotes less than one page to the discussion. Fraenkel and Wallen (2000) devote little more than one paragraph while Gall et al. (1996) devote one chapter to case study methodology.

Yin (2003) developed a comprehensive technical definition that encompasses the interrelated complexity of investigating real-life situations with multiple variables.

According to Yin,

*A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident....[Furthermore], the case study inquiry copes with the technically distinctive situation in which there will be many more variables of interest than data points, and as one result, relies on multiple sources of evidence, with data needing to converge in a triangulation fashion, and as another result benefits from prior development of theoretical propositions to guide data collection and analysis. (pp. 13-14)*

Case study methodology would therefore be appropriate “to cover contextual” situations because they are important to the proposed study (Yin, 2003, p. 13). Even though Biscoe (2003) and Trochim (2005b, January) consider case studies as a data gathering methodology, case study research is “a comprehensive research strategy” because this method “is not either a data collection tactic or merely a design feature alone (Stoecker, 1991 as cited in Yin, 2003, p. 14). Instead, it covers the “logic of design, data collection techniques, and specific approaches to data analysis....[and] includes both single- and multiple-case studies. However, researchers in some social science fields

distinguish between single- and multiple-case studies by referring to multiple-case studies as “*comparative case method*” although Yin disagrees with that distinction (Yin, p. 14).

#### *Comparing Case Studies to Other Forms of Qualitative Research*

Case study research may not be a purely qualitative research method; therefore, limiting the comparison to other qualitative methods may be too restrictive. Yin (2003) even distinguishes between qualitative research and case study research. He states, “case studies can be based on any mix of quantitative and qualitative evidence...[and] need not always include direct, detailed observations as a source of evidence” (p. 15). There is still a discussion among researchers concerning the distinction between quantitative and qualitative research: it is not clearly defined. Some make the distinction based on the “type of evidence” while others based the distinction on “different philosophical beliefs” (Guba & Lincoln, 1989; Lincoln, 1991; Sechrest, 1991; Smith & Heshusius, 1986 as cited in Yin, 2003, p. 15). Therefore, following Yin’s lead, the comparison to other research methods may include quantitative and qualitative comparisons.

A critical question to be answered by researchers is when are case studies the appropriate approach compared to other research methodologies? According to Yin (2003), when the research questions deal with “why” or “how” coupled with lack of researcher “control over events” when concentrating on a contemporary issue, case studies are the method of choice (p. 1).

Adopting Yin’s (2003) “inclusive and pluralistic” perspective rather than a hierarchical perspective utilized by “many social scientists,” the various research strategies “can be used for all three purposes—exploratory, descriptive, or explanatory....What distinguishes the strategies is not the hierarchy but....the type of

research question posed, extent of control...over events, and the degree of focus on contemporary events” (p. 5). To answer “who, what, where, how many, and how much” type of research questions, where behavioral controls over events are not required and the focus is on contemporary events, surveys and archival analyses are appropriate strategies. Additionally, it is also appropriate to use archival analysis when the focus is not on contemporary events (p. 5).

There are three research strategies appropriate to answer “how and why” research questions: experiments, histories, and case studies. In order to determine the most appropriate strategy, researchers must know whether behavioral controls are required and if the focus is on contemporary events. Experiments are appropriate when behavioral controls are required and the focus is on contemporary events. When behavioral controls are not required while remaining focused on contemporary events, surveys and archival analyses are appropriate strategies. If the focus changes to historical events, not only are historical methods appropriate but archival analyses remains a viable alternative. Finally, case studies are the appropriate strategy when behavioral controls are not required and the focus is on contemporary events (Yin, 2003, p. 5).

From a different perspective, case study research is a comprehensive research strategy and includes the contextual situations; experiments exclude “a phenomenon from its context” in order to focus “on only a few variables.” A history deals with “noncontemporary events”; a case study investigates contemporary events. Surveys exhibit a limited “ability to investigate the context” although they do attempt “to deal with phenomenon and context” (Yin, 2003, p. 13).

### Researcher's Philosophical Approach.

From a western perspective, there is a lack of understanding of the complex system of Islam, Islamic terrorism and even less knowledge about Islamic Law or Shari'a. Since Shari'a is not very well understood from an American perspective, it appears to fit Leedy and Ormrod's (2005, p. 135) viewpoint that "a case study may be especially suitable for learning more about a little known or poorly understood situation."

Based on the discussion above, this project was a qualitative case study on Islamic Law with nine embedded units of analysis or a Type 2 single case embedded design according to Yin (2003b). "The case is singular, but it has subsections" (Stake, 2005, p. 449) and in this study, the singular case was Islamic Law and the subsections were the nine texts that were analyzed within the scope of Islamic Law. This method is not the only valid approach to studying the issue, but it provided an opportunity for critical thinking concerning the topic that matches the researcher's background. As Stake (1995) suggests, "good research is not about good methods as much as it is about good thinking" (p. 19). In addition, this approach provides the potential to understand the influence Shari'a may have on Islamic terrorism that other Americans have yet to discover.

### Theoretical Framework

This study was an interdisciplinary case study using a systems perspective. It drew on organization and management knowledge, systems knowledge, and information from Islamic Law. It was partly historical: a textual analysis of Islamic Law and supporting texts, some of which were developed early in Islamic history. It was partly contemporary in focus: to analyze how Islamic Law may provide organizational and



management guidance for Islamic terrorist organizations prosecuting their world war against the United States. The purpose was addressed by answering the following research questions:

1. What attributes describe organizations?
2. What organizational systems perspective best describes Islamic Law?
3. What organizational attributes describes Islamic Law?
4. How does Islamic Law provide management guidance to Islamic Organizations?
5. How does Islamic Law direct an organizational structure for Islamic organizations?
6. How does Islamic Law guide managerial decision making for Islamic organizations?
7. How does Islamic Law direct a command and control structure for Islamic organizations?
8. How does Islamic Law guide organizational communications for Islamic organizations?
9. How does Islamic Law influence business ethics of Islamic organizations?

### Research Design

The rationale for conducting this research was its uniqueness: A study of this nature was never accomplished before now. The importance of this study can be seen in the state of affairs currently engulfing the country: Islamic terrorists are at war with the United States. However, terrorism is a tool of war just like guns, planes, and tanks are tools of war; and it seems illogical the U.S., as a nation state, is engaged in a war against a tool of war. Therefore, this study provides some insight into the enemy the U.S. is

fighting. The urgency is obvious: this study has the potential to inform the national debate on how to effectively prosecute the war. The study also provides different perspectives on how to study and analyze Islamic terrorist organizations.

The textual analysis began with the primary English translation of the Qur'an: verses in all chapters or suras were read, analyzed, and interpreted for their organizational systems implications then categorized. Marginal notes were used: coding in the left margin; preanalytic remarks in the right margin. Suras interpreted to represent organizational and management system attributes were coded and entered into the appropriate table. While the intent was to enter each sura coded verbatim into Atlas.ti, a qualitative analysis software tool designed to analyze large amounts of qualitative data from texts and other sources, the immense volume of data made it impossible for this researcher to utilize the Atlas.ti software and complete this study within a reasonable timeframe. It would have required a team of people working over several weeks to enter the amount of data uncovered. Therefore, after the 114 suras were read, analyzed, and interpreted, a synthesis was accomplished to draw conclusions regarding answering the research questions, without the benefit of analysis from the Atlas.ti software.

This procedure was thrice repeated with three additional English translations of the Qur'an for data triangulation purposes. Five additional textual analyses were conducted on texts that support Islamic Law. These analyses were identical to the analyses of the Qur'ans except that in some instances, sentences were the unit of analysis unless a text utilized a formal numbering system for paragraphs and sentences. In those situations, the unit of analysis was based on the numbering system.

After the textual analyses were completed, the *Islamic Terrorism Systems Architecture* at Figure 2 was updated. This step was critical because it helped illuminate Islamic Law systems characteristics that may have been missed from the literature review. The resulting model was a visual representation of the Islamic organizational system and from a metacognitive perspective, this model increases one's awareness of the thinking and learning process regarding Islamic terrorism. Once this model was finalized, it provided evidence to assist in analyzing Islamic Law from a systems perspective to help determine the best organizational systems description of Islamic Law.

The final step of the research process was to build a picture of the overall case and draw final conclusions and look for implications that had the potential to extend beyond this case study. A more detailed discussion of the 22-step research design, predicated on how to answer each of the research questions follows. A methodology map can be found at Figure 3 to assist the reader in the subsequent discussion.

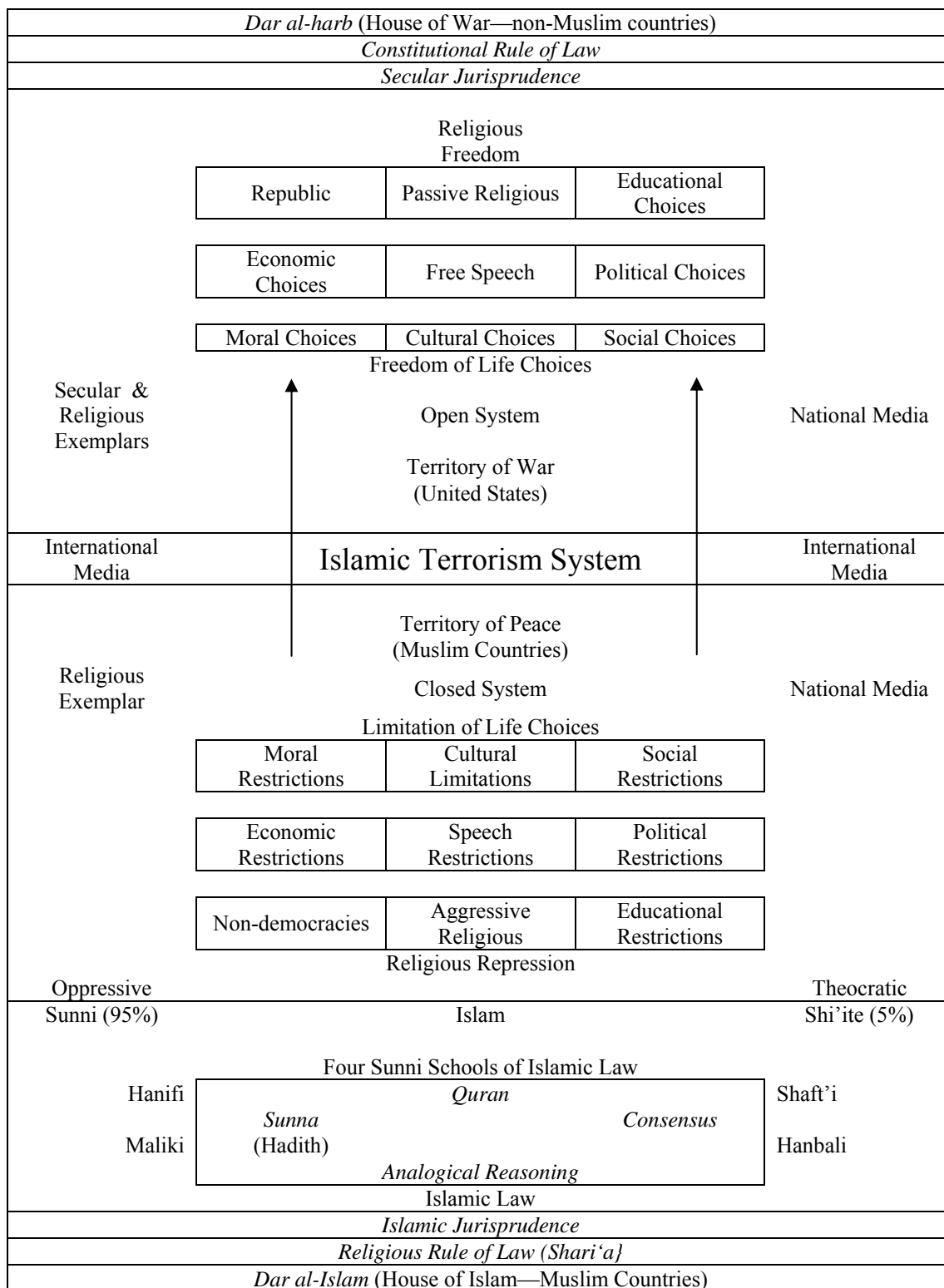


Figure 2. Islamic terrorism system architecture

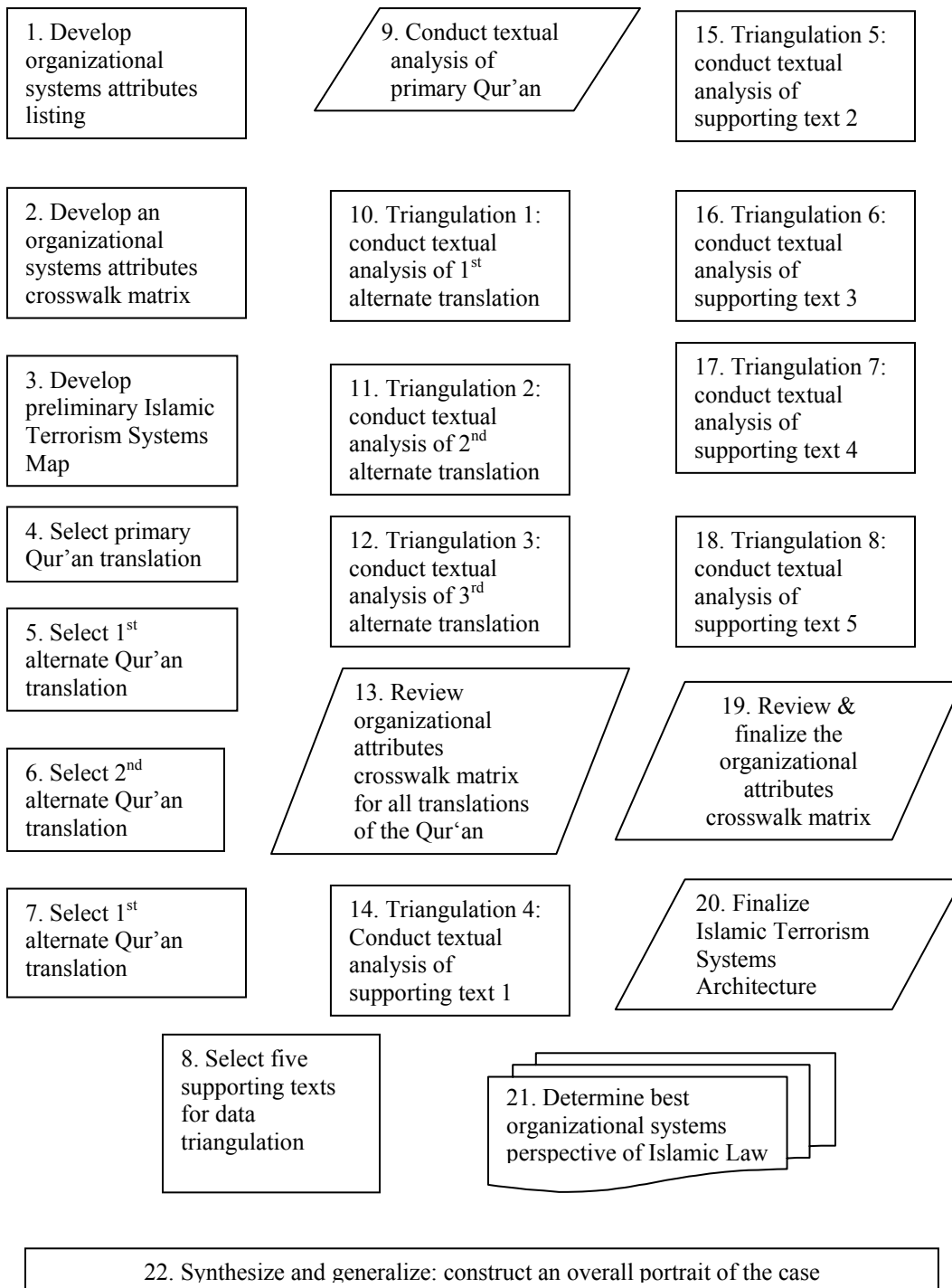


Figure 3. Methodology map

The Research Questions-Research Steps Matrix (Table 2) provides a tabular presentation of the research questions and the corresponding research design steps.

Table 2. Research questions-research steps matrix

Research Questions	Research Design Steps
1. What attributes describe organizations?	1, 2, 22
2. What organizational systems perspective best describes Islamic Law?	1- 22
3. What organizational attributes describes Islamic Law?	3-20, 22
4. How does Islamic Law provide management guidance to Islamic Organizations?	3-20, 22
5. How does Islamic Law direct an organizational structure for Islamic organizations?	3-20, 22
6. How does Islamic Law guide managerial decision making for Islamic organizations?	3-20, 22
7. How does Islamic Law direct a command and control structure for Islamic organizations?	3-20, 22
8. How does Islamic Law guide organizational communications for Islamic organizations?	3-20, 22
9. What type of business ethics does Islamic Law direct for Islamic organizations	3-20, 22

The 22 research steps were:

1. Step 1, “develop an organizational systems attributes listing” began addressing Research Question (RQ 1), “what attributes describes organizations,” and RQ 2, “what organizational systems perspective best describes Islamic Law.”

A synthesis of the literature was accomplished using a representative sample of academic management textbooks (Bateman & Snell, 2002; Certo, 2000; Dessler, 2001; Gibson, Ivancevich, & Donnelly, 1988; Hosmer, 1996; Morgan, 1997; Robbins, 2000; Robbins & Coulter, 1999; Williams, 2003) to determine the generic organizational and management systems attributes of any organization. The results of this synthesis was the *Organizational System Attributes Listing* found at Tables 3-5 and they were used to determine if there were organizational and management system attributes embedded in Islamic Law.

Essentially, the internal and external organizational systems attributes became expanded research questions that were answered in order to address the organizational and management influence Shari’a may have on Islamic terrorism.

An additional element of the organizational systems attributes listing was the addition of systems principles characteristics using a combination of Scott’s (2003) “...rational, natural, and open systems...paradigms...” (p. 52) coupled with Gharajedaghi’s (1999) systems principles.

Table 3. Organizational system attributes

Internal Organizational Systems Attributes	
1.	Leading (Influencing)
1.1.	Communications
1.1.1.	Corporate Political Action Committees
1.1.2.	Formal
1.1.2.1.	Downward
1.1.2.2.	Upward
1.1.2.3.	Horizontal
1.1.3.	Informal Grapevine
1.1.4.	Public Relations Policy
1.2.	Motivating Employees
1.3.	Organizational Decision-Making Characteristics
1.3.1.	Organizational Decision-Making Process
1.3.2.	Barriers to Decision Making
1.4.	Sources of Power
1.4.1.	Coercive
1.4.2.	Expert
1.4.3.	Legitimate
1.4.4.	Reward
1.4.5.	Referent
2.	Planning
2.1.	Vision
2.2.	Mission
2.3.	Strategic Planning
2.3.1.	Strategic Goals
2.4.	Strategic Objectives
3.	Organizing
3.1.	Horizontal Structure
3.1.1.	Departmental Functional
3.1.2.	Divisional
3.1.2.1.	Customer
3.1.2.2.	Geographic
3.1.2.3.	Product
3.1.3.	Matrix
3.2.	Vertical Structure
3.2.1.	Authority
3.2.1.1.	Centralization of Authority
3.2.1.2.	Decentralization of Authority
3.2.1.3.	Delegation of Authority
3.2.1.4.	Line Authority

Table 4. Organizational system attributes 2 continued

Internal Organizational Systems Attributes	
	3.2.1.5. Functional
	3.2.1.6. Unity of Command
	3.2.1.7. Span of Control
4.	Controlling (Evaluating)
4.1.	Bureaucratic Control
4.1.1.	Audits
4.1.2.	Financial
4.2.	Corporate Culture Control
4.2.1.	Aggressive
4.2.2.	Artifacts
4.2.3.	Behavioral Patterns
4.2.4.	Outcome Orientation
4.2.5.	Passive
4.2.6.	Stability
4.2.7.	Strength
4.2.7.1.	Strong
4.2.7.2.	Weak
4.2.8.	Team Orientation
4.2.9.	Values (Organizational)
4.2.10.	Clan Control
5.	Internal Stakeholders
5.1.	Employees
5.2.	Employee Groups
5.3.	Owners
External Organizational Systems Attributes	
6.	Environments
6.1.	Competitive
6.1.1.	Buyers & Suppliers
6.1.2.	Competitors
6.1.3.	Labor Market
6.2.	Macroenvironment
6.2.1.	Global
6.2.2.	Human Resource
6.2.3.	Legal and Regulatory
6.2.4.	Macroeconomic
6.2.5.	Natural
6.2.6.	Political
6.2.6.1.	International
6.2.6.2.	National
6.2.6.3.	Regional
6.2.7.	Sociocultural
6.2.8.	Technological
7.	External Stakeholders
7.1.	Customers
7.2.	Financial Community
7.3.	Government Agencies
7.4.	Regulatory Agencies
7.5.	Shareholders



Table 5. Organizational system attributes 3 continued

External Organizational Systems Attributes	
Internal Organizational Systems Attributes	
7.6.	Trade Associations
7.7.	Unions
8.	Media
8.1.	International
8.2.	National
9.	Influencing Corporate Environments
9.1.	Competitive Aggression
9.2.	Competitive Pacifications
9.3.	Public Relations
9.4.	Legal Action
9.5.	Political
<u>Open-Closed Organizational System</u>	
10.	Closed-Rational System
11.	Closed-Natural System
12.	Open System Principles
12.1.	Openness
12.2.	Purposefulness
12.3.	Counter-Intuitiveness
12.4.	Emergent Property
12.5.	Multi-Dimensionality
13.	Open-Rational System
14.	Open-Natural System

*Note.* The organizational system attributes for Tables 3-5 were developed by synthesizing the academic management literature from Bateman and Snell (2002), Certo (2000), Dessler (2001), Gibson, Ivancevich, and Donnelly (1988), Hosmer (1996), Morgan (1997), Robbins (2000), Robbins and Coulter (1999), and Williams (2003) to determine the generic organizational and management systems attributes of any organization one chooses to evaluate

2. Step 2, “develop an organizational systems attributes crosswalk matrix” addressing RQ 1, “what attributes describes organizations,” and RQ 2, “what organizational systems perspective best describes Islamic Law.” A data coding list (Table 6) was developed identifying the selected sample which was combined with *Organizational System Attributes List* at Table 2 resulting in the *Organizational System Attributes Crosswalk Matrix* at Tables 7-9 whereby the researcher recorded evidence of the organizational systems attributes that were found in the selected sample of Islamic Law texts.

The *Organizational Systems Attributes Crosswalk Matrix* was used to record evidence from the textual analysis of the Qur’ans and the supporting texts to determine what organizational and management structure resided in Islamic Law.

Table 6. Data coding

Text	Code
<i>Primary Translation of the Qur'an</i>	
1. Khan, M. M., & al-Hilali, M. T. Trans. (2000). <i>The Noble Qur'an</i> . Riyadh, Saudi Arabia: Dar-us-Salam Publications	P
a. Suffix 1-9 added to identify the specific volume for the primary translation	P1-P9
<i>Alternate Translations of the Qur'an</i>	
1. Ali, A. Y. Trans. (2005). <i>The Meanings of the Illustrious Qur'an: With Footnotes and an Introduction to the Quran</i> . (Reprint ed.). Brooklyn, NY: Al Arqam Dawa Center	A1
2. Cleary, T. Trans. (2004). <i>The Qur'an: A new translation</i> . Starlatch Press	A2
3. Haleem, M. A. S. A. Trans. (2004). <i>The Qur'an: A new translation</i> . NY: Oxford University Press	A3
<i>Supporting Texts</i>	
1. al-Zarnuji, I. (1947/2003) <i>Instruction of the student: The method of learning</i> . (G.E. Von Grunebaum & T. M. Abel, Trans.). NY: Starlatch Press (Original work published in 1947)	S1
2. Cleary T. Trans. (2001). <i>The wisdom of the prophet: Sayings of Muhammad: Selections from the Hadith</i> . Boston: Shambhala Publications	S2
3. Ibn Naqib al-Misri, A. (1994). <i>Reliance of the traveler: A classic manual of Islamic sacred Law</i> . (Rev. ed.). (N. H. M. Keller, Trans.). Beltsville, MD: Amana Publications. (Original publication date unknown. Author died in 769 A.H./1368 A.D.)	S3
4. Ibn Rushd, I. (1994). <i>The distinguished jurist's primer, Vol 1</i> . The Center for Muslim Contribution to Civilization. (I. A. K Nyazee, Trans.). Reading, (UK: Garnet Publishing Limited. (Original publication date unknown. Author died in 595 A.H./1198 A.D.)	S4
5. al-Nawawi. (2002). <i>Al-Maqasid: Nawawi's manual of Islam</i> . (2 <sup>nd</sup> ed., Rev. ed.). (N. H. M. Keller, Trans.). Beltsville, MD: Amana Publications. (Original work publication date unknown. Author died in 1277)	S5
<i>Hadiths; Note;, Definitions; Sentences and Paragraphs for Supporting Texts</i>	
1. Hadiths will include page numbers were located in the texts preceded by "H"	Hpxx
2. Notes will include page numbers were located in text preceded by "N"	Npxx
3. Definitions will include page numbers were located in the texts preceded by "D"	Dpxx
4. Sentences and paragraphs will include page numbers preceded "S" or "P"	Spxx
Note: When more than one Hadith, Note, Definition, Sentence, or Paragraph were on the same page, an "a," "b," "c," etc. immediately followed the "H," "N," "D," "S," or "P"	Hapxx Dapxx Sbxx Pcxx
<i>Obligations of Islamic Law</i>	
1. Obligatory (personally and communally) also prescribed; mandatory; required a. Performance rewarded; nonperformance punished	[O1]
2. Recommended also "it is <i>sunna</i> to do such-and-such"; should; preferable, meritorious; desirable a. Performance rewarded; nonperformance not punished	[O2]
3. Permitted also unlawful a. Performance not rewarded; nonperformance not punished	[O3]
4. Discouraged also reprehensible; offensive a. Performance not punished; Nonperformance rewarded	[O4]
5. Forbidden also proscribed; permissible a. Performance punished; nonperformance rewarded	[O5]
6. Unable to determine	[O6]

Note: *Obligations of Islamic Law* derived from Bakhtiar, L. (1996). *Encyclopedia of Islamic Law: A compendium of the major school*. Chicago: ABC International Group, Inc., al-Misri's (d. 1368/1994)

*Reliance of the Traveler: A Classic Manual of Islamic Sacred Law,*” and from al-Nawawi. (2002). *Al-Maqasid: Nawawi’s manual of Islam.* (2<sup>nd</sup> ed., Rev. ed.). (N. H. M. Keller, Trans.). Beltsville, MD: Amana Publications. (Original work publication date unknown. Author died in 1277). There is a discrepancy between Bakhtiar and al-Nawawi’s understanding of reward and punishment. The choice was made to follow Bakhtiar’s understanding. To assist the reader in better understanding the five obligations Muslims face, a quote from Bakhtiar (p. xxxvii) will help: “Drinking of wine is assessed by jurists as ‘Proscribed’; eating horse is by most jurists Discouraged; drinking Coca Cola is Permitted; saying ‘In the Name of God’ before eating is Recommended, and eating sufficiently to maintain health is Obligatory.”

3. Step 3, “develop a preliminary Islamic terrorism systems architecture” addressed RQs 1—2, listed in step 1.

A synthesis of the literature reviewed on organizational systems, Islam, and Islamic Law was accomplished to develop a preliminary Islamic Terrorism Systems Architecture, found at Figure 2. This was used as a reference throughout the study while the textual analyses were being conducted to ascertain if there were any systems elements overlooked from the synthesis of the literature review.

4. Step 4, “select the primary English translation of the Qur’an” began the selection process of determining the Islamic Law texts used for textual analysis and for bounding the proposed case study. This step was completed, as described above, with the results of steps 3—7, displayed at Table 1. Step 3 addressed:
  - a. RQ 2: What organizational systems perspective best describes Islamic Law?
  - b. RQ 3: What organizational attributes describes Islamic Law?
  - c. RQ 4: How does Islamic Law provide management guidance to Islamic Organizations?
  - d. RQ 5: How does Islamic Law direct an organizational structure for Islamic organizations?
  - e. RQ 6: How does Islamic Law guide managerial decision making for Islamic organizations?
  - f. RQ 7: How does Islamic Law direct a command and control structure for Islamic organizations?
  - g. RQ 8: How does Islamic Law guide organizational communications for Islamic organizations?
  - h. RQ 9: How does Islamic Law influence business ethics of Islamic organizations?

Table 7. Organizational systems attributes crosswalk matrix 1

Internal Organizational Systems Attributes	<i>P</i>	<i>A1</i>	<i>A2</i>	<i>A3</i>	<i>S1</i>	<i>S2</i>	<i>S3</i>	<i>S4</i>	<i>S5</i>
<b>1. Leading (Influencing)</b>									
1.1. Communications									
1.1.1. Corporate Political Action Committees									
1.1.2. Formal									
1.1.2.1. Downward									
1.1.2.2. Upward									
1.1.2.3. Horizontal									
1.1.3. Informal Grapevine									
1.1.4. Public Relations Policy									
1.2. Motivating Employees									
1.3. Organizational Decision-Making Characteristics									
1.3.1. Organizational Decision-Making Process									
1.3.2. Barriers to Decision Making									
1.4. Sources of Power									
1.4.1. Coercive									
1.4.2. Expert									
1.4.3. Legitimate									
1.4.4. Reward									
1.4.5. Referent									
<b>2. Planning</b>									
2.1. Vision									
2.2. Mission									
2.3. Strategic Planning									
2.3.1. Strategic Goals									
2.3.2. Strategic Objectives									
<b>3. Organizing</b>									
3.1. Horizontal Structure									
3.1.1. Departmental Functional									
3.1.2. Divisional									
3.1.2.1. Customer									
3.1.2.2. Geographic									
3.1.2.3. Product									
3.1.3. Matrix									
3.2. Vertical Structure									
3.2.1. Authority									
3.2.1.1. Centralization of Authority									
3.2.1.2. Decentralization of Authority									
3.2.1.3. Delegation of Authority									
3.2.1.4. Line Authority									
3.2.1.5. Functional									

Table 8. Organizational system attributes crosswalk matrix 2 continued

Internal Organizational Systems Attributes	<i>P</i>	<i>A1</i>	<i>A2</i>	<i>A3</i>	<i>S1</i>	<i>S2</i>	<i>S3</i>	<i>S4</i>	<i>S5</i>
3.2.1.6. Unity of Command									
3.2.1.7. Span of Control									
<hr/>									
4. Controlling (Evaluating)									
4.1. Bureaucratic Control									
4.1.1. Audits									
4.1.2. Financial									
4.1.3. Legal									
4.2. Corporate Culture Control									
4.2.1. Aggressive									
4.2.2. Artifacts									
4.2.3. Behavioral Patterns									
4.2.4. Outcome Orientation									
4.2.5. Passive									
4.2.6. Stability									
4.2.7. Strength									
4.2.7.1. Strong									
4.2.7.2. Weak									
4.2.8. Team Orientation									
4.2.9. Values (Organizational)									
<hr/>									
5. Internal Stakeholders									
5.1. Employees									
5.2. Employee Groups									
5.3. Owners									
<hr/>									
External Organizational Systems Attributes									
6. Environments									
6.1. Competitive									
6.1.1. Buyers & Suppliers									
6.1.2. Competitors									
6.1.3. Labor Market									
6.2. Macroenvironment									
6.2.1. Global									
6.2.2. Human Resource									
6.2.3. Legal and Regulatory									
6.2.4. Macroeconomic									
6.2.5. Natural									
6.2.6. Political									
6.2.6.1. International									
6.2.6.2. National									
6.2.6.3. Regional									
6.2.7. Sociocultural									
6.2.8. Technological									

*Note.* The organizational system attributes were developed by synthesizing the academic management literature from Bateman and Snell (2002), Certo (2000), Dessler (2001), Gibson, Ivancevich, and Donnelly (1988), Hosmer (1996), Morgan (1997), Robbins (2000), Robbins and Coulter (1999), and Williams (2003) to determine the generic organizational and management systems attributes of any organization one chooses to evaluate.

Table 9. Organizational system attributes crosswalk matrix 3 continued

External Organizational Systems Attributes	P	A1	A2	A3	S1	S2	S3	S4	S5
7. External Stakeholders									
7.1. Customers									
7.2. Financial Community									
7.3. Government Agencies									
7.4. Regulatory Agencies									
7.5. Shareholders									
7.6. Trade Associations									
7.7. Unions									
8. Media									
8.1. International									
8.2. National									
9. Influencing Corporate Environments									
9.1. Competitive Aggression									
9.2. Competitive Pacifications									
9.3. Public Relations									
9.4. Legal Action									
9.5. Political									
Open-Closed Organizational System									
10. Closed-Rational System									
11. Closed-Natural System									
12. Open System Principles									
12.1. Openness									
12.2. Purposefulness									
12.3. Counter-Intuitiveness									
12.4. Emergent Property									
12.5. Multi-Dimensionality									
13. Open-Rational System									
14. Open-Natural System									

*Note.* The organizational system attributes were developed by synthesizing the academic management literature from Bateman and Snell (2002), Certo (2000), Dessler (2001), Gibson, Ivancevich, and Donnelly (1988), Hosmer (1996), Morgan (1997), Robbins (2000), Robbins and Coulter (1999), and Williams (2003) to determine the generic organizational and management systems attributes of any organization one chooses to evaluate

5. Step 5, “select the first of three alternate English translations of the Qur’an” addressed RQs 2—9, listed in step 3. This step determined the first additional Qur’an translation that was examined.
6. Step 6, “select the second of three alternate English translations of the Qur’an” addressed RQs 2—9, listed in step 3. This step determined the second additional Qur’an translation that was examined.
7. Step 7, “select the third and final English translation of the Qur’an” addressed RQs 2—9, listed in step 3. This step determined the third additional Qur’an translation that was examined. Steps 4, 5, and 6 set the foundation for the first three triangulations of data that was conducted.

8. Step 8, “select five supporting Islamic Law texts for additional data triangulation” completed setting the boundaries for the proposed case study and addressed RQs 2—9, listed in step 3. In addition, conducting a textual analysis on these five supporting texts was designed to strengthen the results of this study.
9. Step 9, “conduct a textual analysis of the primary translation of Khan and al-Hilali’s (2000) 9-volume English translation of *Interpretation of the Meanings of The Noble Qur’an in the English Language* continued to address RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for the “P” Translation (Tables 10, 22-38). “P” was the code (Table 6) for this primary translation.
10. Step 10, “conduct a textual analysis of the first alternate English translation of the Qur’an, Ali’s (2005) *The Meanings of the Illustrious Qur’an: With Footnotes and an Introduction for the Qur’an*” began the first triangulation of data. This step readdressed RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for the “A1” Translation (Tables 39-45), building upon the evidence obtained in Step 9. A1 was the code (Table 6) for this first alternate translation.
11. Step 11, “conduct a textual analysis of the second alternate translation of the Qur’an, Cleary’s (2004) *The Qur’an: A New Translation*” was the second triangulation of data. This step readdressed RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for the “A2” Translation (Tables 11, 46-55), building upon the evidence obtained in Step 10. A2 was the code (Table 6) for this second alternate translation.
12. Step 12, “conduct a textual analysis of the third alternate translation of the Qur’an, Haleem’s (2004) *The Qur’an: A New Translation*” was the third triangulation of data. This step readdressed RQs 2—9, listed in step 3, and completed the Qur’an translations that were studied. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for the “A3” Translation (Tables 13, 56-69), building upon the evidence obtained in Step 11. A3 was the code (Table 6) for this third alternate translation.

13. Step 13, “review the organizational systems attributes crosswalk matrixes for the primary and three alternate translations of the Qur’an.” This step addressed RQs 2—9, listed in step 3.”
14. Step 14, “conduct a textual analysis of the first Islamic Law supporting text, al-Zarnuji’s (1947/2003) *Instruction of the Student: The Method of Learning*” was the fourth triangulation of data that was accomplished and further addressed RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for “S1” Supporting Text (Tables 14, 70-72). S1 was the code (Table 6) for this first Islamic Law supporting textual analysis.
15. Step 15, “conduct a textual analysis of the second Islamic Law supporting text, al-Misri’s (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law*” was the fifth triangulation of data that was accomplished and continued to address RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for “S2” Supporting Text (Tables 15, 73-76). S2 was the code (Table 6) for this second Islamic Law supporting textual analysis.
16. Step 16, “conduct a textual analysis of the third Islamic Law supporting text, Ibn Rushd’s (d. 1198/1994) *The Distinguished Jurist’s Primer*, Vol 1 was the sixth triangulation of data that was accomplished and continued to address RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for “S3” Supporting Text (Tables 16-18, 77-158). S3 was the code (Table 6) for this third Islamic Law supporting textual analysis.
17. Step 17, “conduct a textual analysis of the fourth Islamic Law supporting text, al-Nawawi’s (d. 1277/2002) *Al-Maqasid: Nawawi’s Manual of Islam*” was the seventh triangulation of data that was accomplished and continued to address RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes* (Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for “S4” Supporting Text (Tables 19-20, 159-185). S4 was the code (Table 4) for this fourth Islamic Law supporting textual analysis.
18. Step 18, “conduct a textual analysis of the fifth and final Islamic Law supporting text, Cleary’s (2001) translation of *The Wisdom of the Prophet: Sayings of Muhammad: Selections from the Hadith*” was the eighth and final triangulation of data that was accomplished. This step also addressed RQs 2—9, listed in step 3. The *Organizational System Attributes Crosswalk Matrixes*



(Tables 7-9) were modified and as evidence was identified during this textual analysis, it was entered into the modified matrixes for “S5” Supporting Text (Tables 21, 186-192). S5 was the code (Table 6) for this fifth and final Islamic Law supporting textual analysis.

19. Step 19; “review and finalize the organizational systems attributes crosswalk matrix” for the four translations of the Qur’an, described in Steps 9 through 12 and the five Islamic Law supporting texts described in steps 14 through 18. The modified *Organizational System Attributes Crosswalk Matrixes* (Tables 10-192) contained the evidence discovered in Steps 9 through 12 and 14 through 18 and were utilized for this step which addressed RQs 2—9, listed in step 3.
20. Step 20, “finalize the Islamic Terrorism Systems Architecture at Figure 2” continued to address RQ 2, “what organizational systems perspective best describes Islamic Law”? This step identified systems attributes uncovered in the textual analysis that were not initially included in the initial Islamic Terrorism Systems Architecture previously developed.
21. Step 21, “determine the best organizational systems perspective of Islamic Law” continued the analysis for RQ 2, listed in step 3.
22. Step 22, “synthesize and generalize: construct “an overall portrait of the case...” and draw conclusions “that had implications beyond the” proposed study (Leedy & Ormrod, 2005, p. 136). The *Case-Ordered Matrixes* (Tables 194-199) were utilized for this step which completed the analysis for RQs 1—9, below.:
  - a. RQ 1: “What attributes describe organizations”?
  - b. RQ 2, What organizational systems perspective best describes Islamic Law?
  - c. RQ 3: What organizational attributes describes Islamic Law?
  - d. RQ 4: How does Islamic Law provide management guidance to Islamic Organizations?
  - e. RQ 5: How does Islamic Law direct an organizational structure for Islamic organizations?
  - f. RQ 6: How does Islamic Law guide managerial decision making for Islamic organizations?

- g. RQ 7: How does Islamic Law direct a command and control structure for Islamic organizations?
- h. RQ 8: How does Islamic Law guide organizational communications for Islamic organizations?
- i. RQ 9: How does Islamic Law influence business ethics of Islamic organizations?

### Sampling Design

A “*purposeful...and intentionally nonrandom*” approach was used to select the study’s samples. The nine works selected for the textual analysis of Islamic Law were chosen because this researcher expected they would “yield the most information about the topic under investigation” (Leedy & Ormrod, 2005, p. 145). The sampling selection was designed to strengthen the study’s findings because “multiple-case sampling” or in this case, multiple textual analysis, “adds...*confidence* to [the] findings” (Miles & Huberman 1994, p. 29). The first four selections were different translations of the Qur’an and the final five selections were supporting texts that assist Muslims in their understanding of the teachings of the Qur’an. Table 1 lists this study’s selected texts which essentially describes this case: the rationale for choosing the sample texts follows.

*Interpretations of the Meanings of The Noble Qur’an in the English Language*, translated by Khan and Al-Hilali (2000), was selected for the primary textual analysis. The publisher, Dar-us-Salam Publications, headquartered in Riyadh, Saudi Arabia, states, “this 9 volume version offers commentary and complete hadith in Arabic and English related to the verse” and this “work is recognized, approved and widely attributed throughout the world as the most accurate, exact, authentic, real and original

interpretation of the Noble Qur'an" (Dar-us-Salam Publications, Noble Qur'an, Introductory Para).

The first alternate selection of the Qur'an, Ali's (2005) *The Meanings of the Illustrious Qur'an Translation: With Footnotes and an Introduction to the Qur'an*, was selected because the translator first published his work in Pakistan in 1934 and it has subsequently undergone 15 updates. Pakistan's population is 97% Muslim and the majority is Sunni: 77% Sunni and 20% Shi'a. Choosing at least one alternate translation from a Muslim translator in a country other than Saudi Arabia would provide an opportunity to mitigate potential biases from evaluating only one Middle Eastern published text. Furthermore, it would counterbalance the remaining two alternate translations published in the United Kingdom and the United States. The second alternate translation of the Qur'an, Haleem's (2004) *The Qur'an: A New Translation* was selected because it was published by Oxford University Press and assumed to be a scholarly effort suitable for the purposes of this study. Also, the translator learned the Qur'an by heart as a child growing up in Egypt, and is a Professor of Islamic Studies at the University of London.

The third and final alternate translation of the Qur'an, Cleary's (2004) *The Quran: A New Translation* was selected because Cleary is an experienced translator who received his Ph.D. in East Asian Languages and Civilizations from Harvard University. Like the previous selection, this work was assumed to be a scholarly effort suitable for the purposes of this study. In addition, an American-educated translator was selected to provide a counter balance to Muslim translations.

Turning now to the five supporting texts, al-Zarnuji's (1947/2003) *Instructions of the Student: The Method of Learning* was selected because "the core subject of this book [is] what a teacher and a student need to know in order to render fruitful the process of learning and teaching" the Muslim faith (p. viii).

The second supporting text, Cleary's (2001) *The Wisdom of the Prophet: Sayings of Muhammad* was selected because the hadiths are the second of "two main literary" sources of Shari'a and this text "presents two hundred and twenty-four authentic accounts of the Prophet Muhammad and his "words and deeds...are called the 'Noble Hadith'." Furthermore, "hadith is the basis of Sunna, or Prophetic Custom, which clarifies the teaching of the Qur'an in practical matters of inward and outward conduct" for Muslims (p. viii).

The third supporting text, al-Misri's (d. 1368/1994) *Reliance of The Traveler: A Classic Manual of Islamic Sacred Law* was selected because of its scholarly approach to "Shafi'i jurisprudence, a [Sunni] school with...fewer scholarly differences on rulings than others because...a thirteenth-century Shafi'i hadith scholar and jurisprudent...upgraded the work of previous generations in terms of the authenticity and application of hadith evidence" (p. vii). Furthermore, this translation's authenticity into the translator's "native English" was verified by the Imam of the Mosque of Darwish Pasha, in Damascus, Syria (p. xiv); the Mufti (see definitions at Appendix A) of the Jordanian Armed Forces (pl. xvi); the President of the International Institute of Islamic Thought in Herndon, VA (p. xviii); and the General Director of Research, Writing, and Translation of the Islamic Research Academy (p. xx), location unknown.

The fourth supporting text, Ibn Rushd's (d. 1198/1994) *The Distinguished Jurist's Primer, Vol I* was selected because the purpose of this book, according to the author, was to impart the "skills that make a student of law a competent jurist (*mujahid*), someone who can independently derive the law from its sources." It is also viewed "as a book on comparative Islamic Law that records the views of different schools and compares them" (p. xxvii).

The fifth supporting text, al-Nawawi's (d. 1277/2002) *al-Maquasid: Nawawi's Manual of Islam* was selected because the author of this text was a "thirteenth-century hadith specialist and jurisprudent...[and] among the intellectual heirs of Imam Shafi'i." This manual eventually became a standard reference in the Shafi'i School of Law; more frequently cited "than the early works of the Imam himself" (p. xi).

This researcher was the only individual conducting the textual analysis which was accomplished in his home office. This setting insulated the researcher from potential outside bias from other individuals who could unintentionally influence the analysis or conclusions if the study was conducted in a more public setting. The home setting also provided a measure of security allowing the researcher to segregate all study materials in one location. However, a bias was introduced into this study. The researcher was asked to make modifications resulting from a prepublication national security review that was required by the researcher's employing U.S. government agency. The researcher was asked to modify language that could have been perceived as inflammatory or as having a potentially negative impact on the foreign relations or security of the U.S.

## Data Collection Procedures

Data collection from the selected texts was accomplished sequentially, in the order they are listed above and at Table 1, beginning with the primary English translation of the Qur'an, followed by the three alternate English translations, and finishing with the five Islamic Law supporting texts. A data coding list (Table 6) was developed identifying the selected sample which was combined with *Organizational System Attributes List* at Table 3-5 resulting in the *Organizational System Attributes Crosswalk Matrix* at Tables 7-9 whereby the researcher recorded evidence of the organizational systems attributes that were found in the selected sample of Islamic Law texts.

The data coding list at Table 6 includes the obligations Muslims face when following Islamic Law, which was discussed in Chapter 2. The five categories are “obligatory, recommended, permitted, discouraged, and forbidden” (Baktier, 1996, p. xxxvii). The smallest datum was a verse from the Qur'ans that was analyzed or a sentence from the supporting texts. Regarding the supporting texts, if there were several sentences within the same paragraph discussing different elements of the same topic that provided evidence of an organizational and management system attribute, this was considered as one datum point. However, if multiple sentences within one paragraph commented on different topics that provided evidence of multiple attributes, the paragraph was recorded as multiple data points.

Evidence collected was captured in an electronic file and stored on the researcher's computer. Where chapters and verses were numbered as in the Qur'ans and the supporting texts, these numbers were recorded with the verse, paragraph, or sentence

for ease of crosschecking and duplicating this research at some future time. Since there was no interaction with human subjects, no plan existed to destroy the data.

Construct validity and reliability were established through the methods of obtaining the case study evidence. First, nine sources of evidence were utilized for data triangulation: four different English translations of the Qur'an plus five Islamic Law supporting texts. Utilizing several sources of evidence is a strength of case study research. Second, the case study notes and documents, including the texts with margin notes, were preserved and stored. This overcomes a major deficiency many case study researchers face. Third, a chain of evidence was maintained, that will serve to allow other researchers to reconstruct this case study utilizing the same methodology, research questions, and deriving the same conclusions working forwards or backwards through the chain of evidence (Yin, 2003).

#### Data Analysis Procedures

“Qualitative research is fundamentally interpretive” with the researcher using “largely inductive... complex reasoning that is multifaceted, iterative, and simultaneous” (Creswell, 2003, pp. 182-183). Peräkylä (2005) suggests that while “there are... many methods of text analysis... an informal approach may, in many cases, be the best choice as a method in research focusing on written texts.” Scholars have drawn insights from Foucault's (1973, 1977, 1978) work on textual analysis (pp. 870-871). Rather than proposing “a definite set of methods for the analysis of texts” he focused on “how a set of ‘statements’ comes to constitute objects and subjects... explored in historical context” (Potter, 2004 as cited in Peräkylä, 2005, p. 871).

Armstrong's (1983, 1987, 1993, 1998, 2002) studies demonstrated "the efficacy of the Foucaultian... approach in text analysis... with... impressive... results... of analyzing and interpreting texts" However, this approach focused on the underlying "assumptions... about... what is ... and... is not said" (Peräkylä, 2005, pp. 871-872). Understanding the underlying assumptions for the purposes of this study was important but more critical was a description of how the data fit with the organizational and management systems attributes list.

In addition, three more aspects of this study assisted in ensuring validity: data triangulation to assure the accuracy of the study's findings from the researcher's and reader's perspectives; researcher clarification of bias, as previously discussed; and, a "rich, thick description" approach to explicate the findings (Cresswell, 2003, p. 196).

Since "data analysis consists of examining, categorizing, tabulating, testing or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of a study" (Yin, 2003b, p. 109), this case study's data analysis began during the data collection phase. "The critical thinking process [was]... iterative, with a cycling back and forth from data collection and analysis to problem reformulation and back" (Creswell, 2003, p. 183) using analytic induction. This researcher searched "through the data bit by bit and then [inferred] that certain... [written] statements" demonstrated the organization and management systems attributes embedded within Islamic Law. Therefore, from the data, themes and patterns emerged (Gall et al., 1996, p. 25).

The works reviewed suggested similar although not identical data analysis steps. After considering (Cone & Foster, 2006; Creswell, 1998 & 2003; Denqin & Lincoln eds., 2005; Leedy & Ormrod, 2005; Locke et al., 2000; Miles & Huberman, 1994; Stake,



1995; & Yin, 2003b) this researcher utilized Creswell's (1998) "Data Analysis Spiral" by "moving in analytic circles rather than using a fixed linear approach." The steps to the approach were:

1. Data management: collecting & organizing data on computer files.
2. Reading & memoing: textual margin notes & coding notation.
3. Describing, classifying, & interpreting: "heart of qualitative data analysis."
4. Representing & visualizing: presenting the data (Creswell, 1998, pp. 142-146).

#### Expected findings

Based on the literature review, this study expected to uncover an embedded organizational and management structure in Islamic Law that guides Islamic organizations in the management of their worldwide business activities, regardless of where the organizations are geographically located. In addition, it was expected that this guidance would apply to civilian and military organizations, public and private, including worldwide terrorist organizations and their networks. More specifically, the probability was a vertical command structure would be found with a corresponding tactical strategy of decentralized execution of terrorist operations.

It was expected that the Islamic Terrorism System Architecture that was developed, based on the literature review evident at Figure 2, would prove to be an accurate representation of a systems architecture for Islam and Islamic Law. Furthermore, it was expected the Islamic system would be found to be a closed organizational system, refusing to allow non-Islamic knowledge, information, and reasoning to influence

Muslims to change their Islamic system, thus making Islamic Law incompatible with the constructs of democracy and freedom. One potential implication was that Islamic Law is an aggressive force with the intent of maintaining not only its current system but following a strategic objective of subjugating non-Islamic nations and placing them under Shari'a. Another potential implication was that Islam, contrary to conventional wisdom, is a borderless nation state. Conducting a critical analysis of Islam and Islamic Law by Muslims or non-Muslims was expected to be prohibited by Shari'a and finally, the study expected to uncover evidence that an Islamic ethical business standard where an "ends justifying the means" philosophy would be found.

With the study's expectations met, this research could advance the knowledge in organization and management, American understanding of Islamic Terrorism, and public policy in several ways. First, this case study demonstrates the efficacy of combining knowledge from several fields (Islamic Law, organization and management, and systems theory) and viewing issues from unique management perspectives can uncover clues and potential new meanings not previously seen. Second, this research has the potential to impact how Americans analyze Islamic terrorism by showing the potential effectiveness of investigating problem sets from a systems perspective. With such a utilitarian outcome, the results could impact methodology, team composition, and perhaps training to understand terrorism. This study has yielded data, practices, and strategies that could have an impact on the public debate regarding winning the Global War on Terrorism. Finally, this study demonstrated the potential to expand researchers' perspectives that approaching seemingly non-management issues from an organizational and management perspective is not only a legitimate academic approach, but that it holds the potential to

provide meaningful insight into more issues than previously considered in management fields.

However, this researcher expects resistance will be encountered from social science researchers, and academic, government, and political actors engaged in the national terrorism debate. This study was admittedly unique: incorporating a systems perspective may not be well understood; systems knowledge may be deficient; there may be a general reluctance to adopt new strategies; or, the study's result may provide insight and information the receivers may not want to hear or acknowledge, especially at the academic, government, and political levels.

#### Ethical Considerations

The ethical issue relevant to this study deals with the personal biases introduced into this study that may have had the potential to impact the internal validity. America is currently at war with Islamic terrorists with the national and international media providing nearly constant coverage of current and unfolding events like the Israeli-Hezbollah War that ended in a ceasefire during the week of August 14-18, 2006. While the study was being conducted, the continuing news coverage of the Global War on Terrorism, coupled with researcher values, attitudes and beliefs, could have negatively influence researcher objectivity. Cognizance of this issue was necessary to prevent current world events from negatively impacting the study, remembering that personal integrity and scholarly objectivity were more important than reacting to geopolitical events with personal feelings.

## CHAPTER 4. DATA COLLECTION AND ANALYSIS

### Introduction

An analysis of the research results is presented for the first three research questions and the data uncovered from the nine individual cases studies began with the nine volumes of the primary English translation of the Qur'an followed by the three alternate English translations. Considering there were 33,171 evidentiary data points discovered in this study with each data point representing a verse, sentence, or paragraph in the case study texts, a detailed description of the data became problematic. Therefore, a limited description of the data uncovered for the three alternate selections of the Qur'an and the five supporting texts are presented and only when the information uncovered provided a different rather than a repetitive perspective. From the individual case portraits, analysis proceeds in the following chapter to describe the themes that emerged from the data culminating in a "*rich, thick description*" of the overall case to explicate the findings (Cresswell, 2003, p. 196). Research questions four through nine are addressed in Chapter 5 during the emerging themes discussion.

Khan and al-Hilali's (2000) 9-volume *The Noble Qur'an* was the primary English translation of the Qur'an analyzed. Even though this case study excluded analyzing the hadiths, one of the sources of Islamic Law, as described in the third procedural assumption, selected hadiths were analyzed because Khan and al-Hilali relied extensively

on hadiths to clarify Qur'anic verses and they were included as footnotes, thus expanding this study's boundaries. While the eighth procedural assumption assumed this study would be expanded because the additional components of Islamic Law would be analyzed, at least partially, through the five supporting Islamic textual analyses, Khan and al-Hilali's use of hadiths further validates this assumption and strengthened this study's approach.

Immediately after beginning the textual analysis when entering data into the *Organizational System Attributes Matrix* for the first volume of the primary translation of the Qur'an, it became evident that due to the sheer volume of data entries, the matrix would be unwieldy. To assist the researcher in seeing the case unfold as each text was analyzed, evidence was entered into the *Organizational System Attributes Matrixes for "P" Translation* for the primary translation (Tables 10, 22-38). Then, a separate matrix was developed for each subsequent translation of the Qur'an and for each supporting text to enhance the textual analysis. The evidence entered into the tables was too voluminous to develop a cumulative table. Therefore, following the initial data entry into the *Organizational System Attributes Matrixes for "P" Translation*, subsequent tables contained only the data relevant to the text being analyzed. This modified approach allowed the researcher to analyze each embedded case prior to the analysis of the aggregated evidence that comprised the overall singular case and allowed the researcher to see an emerging portrait of the overall case as each textual analysis was being completed.

Whenever explanatory notes or hadiths were identified as evidence and subsequently marked and entered into the appropriate *Organizational Systems Attributes*

*Matrixes* and the same notes or hadiths were subsequently repeated later in the text being examined, a margin note was made that the notes or hadiths had been previously captured and consequently, were not entered twice as evidence.

### Research Question 1

#### What Organizational Systems Perspective Best Describes Islamic Law?

As the data was collected from each embedded case study, the volume of evidence indicating Islamic Law is a closed-rational organizational system did not become apparent until the third and fourth supporting texts were analyzed. However, when viewed from a singular case perspective, there were 1,456 data points suggesting the closed-rational organizational systems nature of Shari'a. There were six data points from the overall case suggesting Islamic Law possesses closed-natural systems attributes and no evidence of open systems principles. Discussion of the evidence from the nine embedded case studies follows. However, due to the copious number of data points suggesting that Islamic Law is a closed-rational organizational system, only selected examples are discussed.

#### *Primary Translation of the Qur'an*

Khan and Al-Hilali's (2000) *Interpretation of the Meanings of The Noble Quran In the English Language* was the primary translation of the Qur'an analyzed. Seventy one percent of the evidence from this translation was found in explanatory hadiths and notes that illuminated the meaning and intent of the 114 suras and the more than 6,200 associated verses. There were 38 data points (Table 10) that indicated Islamic Law may be a closed-rational organizational system and there was no evidence of closed-natural

system attributes. There was also no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open natural system attributes.

Table 10. Open-closed organizational systems crosswalk matrix for “P” translation

	Open-Closed Organizational System
10. Closed-Rational System	{Begin P1: Np21[O1]; 3:118[O1]; 3:200[O1]; Hp323[O1]; Np445{O1}; Np480{O1}; Np481[O1] End P1}; {Begin P2: Hp15[O1]; Np44[O1]; Hp133[O1]; 8:73[O1]; Np316[O1]; Hp475[O1] End P2}; {Begin P3: 10:15[O1]; Hp18[O1]; Hp20[O1]; Hp21[O1]; Hp63[O1]; Hp217[O1]; Hp218[O1]; Hp314[O1]; 15:9[O1]; Np344[O1] End P3}; {Begin P4: Hp42[O1]; Hp43[O6]; 17:73[O1]; 17:74[O1]; 17:75[O1]; 18:22[O1]; 18:27[O1] End P4}; {Begin P5: Np29[O1]; Hp30[O1]; Hp370[O1] End P5}; {Begin P6: Hp140[O1]; Hp163[O1]; Hap280[O1] End P6}; {Begin P7: 41:44[O1] End P7}; {No evidence in P8}; {Begin P9: Np459[O1] End P9}
11. Closed-Natural System	{No evidence in P1-P9}
12. Open System Principles	
12.1. Openness	{No evidence in P1-P9}
12.2. Purposefulness	{No evidence in P1-P9}
12.3. Counter-Intuitiveness	{No evidence in P1-P9}
12.4. Emergent Property	{No evidence in P1-P9}
12.5. Multi-Dimensionality	{No evidence in P1-P9}
13. Open-Rational System	{No evidence in P1-P9}
14. Open-Natural System	{No evidence in P1-P9}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

An introductory note in the first volume provided the initial evidence of the closed system nature of Islamic Law whereby only individuals fluent in Arabic can understand Islam. Al-Hilali stated, “all the religious scholars unanimously agree that the Qur’an and the Sunna should be taught in the language of the Qur’an (i.e., Arabic language)...[and] translations are mainly meant for informing the people who have not yet embraced Islam.” Sura 3:118 directs Muslims to befriend only Muslims even avoiding non-Muslims as advisors, friends, and consultants. Sura 3:200 directs military forces to be permanently located on the borders of Islamic territories to protect Muslims

from their enemies with enemies defined as non-Muslims. A hadith further explains that this sura means to protect Muslims from infidels who may interfere with Muslims fighting in Allah's Cause. In this sense, "Allah's Cause" is defined as protecting Islam from external influences and to spread Islam to non-Muslim lands (Khan & al-Hilali, 2000, Part 1, pp. 21, 270-323).

One note discusses *Jizyah*, a tax imposed on non-Muslims living in Muslim-controlled countries who continue practicing a religion other than Islam but further instructs that "all people will be required to embrace Islam and there will be no other alternative." Two notes discuss the prohibition against people of different religions acting as witnesses against one another yet authorize Muslims to testify against non-Muslims (Khan & al-Hilali, 2000, Part 1, pp. 445-481). A hadith explains the "legal way" for Muslims was to follow the teachings of Muhammad while introducing new ideas into Islam would be considered heresy. A lengthy note discussing hypocrisy provided additional evidence of the closed systems nature of Islamic Law. There are "six aspects of hypocrisy in belief" and "five aspects of hypocrisy in deeds and actions." Essentially, contradicting the teachings of Muhammad, the Qur'an, sunna, or anything in Islamic Law is heretical including being displeased when Islamic monotheism spreads to other countries (Khan & al-Hilali, 2000, Part 2, pp. 15-44).

A hadith elucidates the superiority of the Arabic language in understanding the Qur'an and further clarifies that the Quarish dialect is the ultimate arbitrator in understanding Islamic teachings. Sura 8:73 and an associated hadith explain that Muslims worldwide need to be united as one group under a single Islamic ruler (Caliph) to spread Islam throughout the world. Furthermore, these two data points explain that anyone who



attempts to introduce different ideas other than one unified worldwide Muslim organization with a goal to establish Islam in non-Muslim countries should be killed. Another hadith explains that all attempts at innovation in Islam are to be rejected (Khan & al-Hilali, 2000, Part 2, pp. 133-475).

Sura 10:15 instructs Muslims to make no alterations to Islam while two hadiths direct Muslims to neither believe nor disbelieve Jews and Christians on any topic. Another hadith prohibits Muslims from asking too many questions about their faith. The signs of a hypocrite are mentioned in two hadiths that relate to the signs of hypocrisy discussed above. Another hadith demonstrates the negative consequences to individuals who introduce changes in Islam. Sura 15:9 further clarifies that the Qur'an is guarded against changes and an associated note elucidates that all of mankind is obligated to believe in Islamic teachings and provides an example that in more than 1,400 years, no changes have been made (Khan & al-Hilali, 2000, Part 3, pp. 18-344).

Two hadiths instruct Muslims against innovation and the negative consequence to those who introduce change into the Islamic system. Suras 17:73-75 warns against being tempted to believe anything not sanctioned by Islam and the consequence of doing so. Sura 18:22 prohibits Muslims from consulting Jews and Christian about Islamic affairs while Sura 18:27 enjoins that changes cannot be made to the Qur'an (Khan & al-Hilali, 2000, Part 4, pp. 42-280). One note explains that Muslims who understand Islamic Law are the ones who receive the greatest favor from Allah while another note warns of the consequences to someone who provides help or sanctuary to an innovator of Shari'a. Another hadith explicates that Muslims must follow Muhammad's Islamic Law and avoid the heresy of introducing change into the Islamic system (Khan & al-Hilali, 2000,

Part 5, pp. 29-370). A hadith repeating Muhammad's words shows Muslims that if they avoid disbelief, which means to introduce change into Muhammad's teaching or Islamic Law, they will be rewarded. Another hadith requires Muslims to reject change in Islam and the final hadith in Part 6 of the primary translation warns Muslims that if they agree with the opinions of non-Muslims, they become non-Muslims themselves (Khan & al-Hilali, 2000, Part 6, pp. 140-280).

The final three volumes of the primary translation contained only two data points indicating Islamic Law is a closed-rational organizational system and Volume Eight had no evidence. Sura 41:44 explains why Arabic is the language of the Qur'an and this ensures non-Muslims are not able to understand its teachings (Khan & al-Hilali, 2000, Part 7, p. 203). The last evidentiary data point is the summary of Appendix III in Volume Nine that discussed in great depth "The Call to Jihad (Holy Fighting for Allah's Cause) in the Qur'an." This summary translates into a call for the "Islamic Nation" to spread Islam and Islamic Law throughout the world keeping it unchanged and insular from its external environment (Khan & al-Hilali, 2000, Part 9, p. 459). The reference to the Islamic Nation is also a data point indicating that Islam may be a borderless nation state.

#### *First Alternate Translation of the Qur'an*

Ali's (2005) *The Meanings of the Illustrious Qur'an: With Footnotes and an Introduction to the Qur'an* was the first alternate translation analyzed and there were 11 data points (Table 11) that indicate Islamic Law may be a closed-rational organizational system and there was no evidence of closed-natural system attributes. There was also no evidence of open system principles; no evidence of an open-rational system; nor, any evidence of an open natural system.

Table 11. Open-closed organizational systems matrix for “A-1” translation

Open-Closed Organizational System	
10. Closed-Rational System	{Begin A1: NpIV[O6]; NpV[O6]; NpXVIII[O6]; NpXXVI[O1]; 3:118[O4]; 3:200[O1]; 17:73[O1]; 17:74[O1]; 17:75[O1]; 18:27[O1]; 41:44[O1] End A1}
11. Closed-Natural System	{No evidence in A1}
12. Open System Principles	
12.1. Openness	{No evidence in A1}
12.2. Purposefulness	{No evidence in A1}
12.3. Counter-Intuitiveness	{No evidence in A1}
12.4. Emergent Property	{No evidence in A1}
12.5. Multi-Dimensionality	{No evidence in A1}
13. Open-Rational System	{No evidence in A1}
14. Open-Natural System	{No evidence in A1}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Two introductory notes provide evidence the Qur’an is the most unique piece of literature ever written in human history; that the Qur’an “is not a book of ‘religion’” in the normal understanding of the word. Rather, it is a book that addresses “cultural, political, social, and economic” issues as well as legal and moral topics. In another introductory note, the evidence shows that an early caliph and successor of Muhammad’s, Caliph ‘Uthman, ruled that copies of the Qur’an that were developed under the first Caliph, Abu Bakr, would be the only authorized version of the Qur’an. Furthermore, Caliph ‘Uthman prohibited the use of Qur’ans that were written in languages other than Arabic and burned all non-Arabic versions. A final introductory note discusses divergent opinions in Islam but clarifies that differences in the fundamental Islamic principles are prohibited (Ali, 2005, pp. iv-xxxvi).

Sura:17:73-75 warns against being tempted to believe anything not sanctioned by Islamic Law and the punishment that would ensue if Muslims believe anything contrary to Shari‘a. Sura 18:22 prohibits Muslims from consulting non-Muslims about Islamic

affairs while Sura 18:27 prohibits making changes to the teachings that were revealed to Muslims. Finally, Sura 41:44 explains why Arabic is the language of the Qur'an and this ensures non-Muslims are not able to understand its teachings (Ali, 2005, pp. 255-441).

### *Second Alternate Translation of the Qur'an*

Cleary's (2004) *The Qur'an: A New Translation* was the second translation of the Qur'an analyzed and there were 20 data points (Table 12) that indicate Islamic Law may be a closed-rational organizational system and there was no evidence of closed-natural system attributes. There was also no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open natural system attributes.

Sura 3:28 warns Muslims of the consequences of taking non-Muslims as friends and Sura 3:118 reinforces the injunction against taking non-Muslims as friends. Sura 10:15 admonishes Muslims to avoid making any changes to Islam or Islamic Law. Suras 12:2, 14:37, 20:113, 39:28, 41:3, and 43:2-3 discuss the importance of Arabic as the language of the Qur'an. Sura 17:73-75 warns against being tempted to believe anything not sanctioned by Islamic Law and the punishment that would ensue if Muslims believe anything contrary to Shari'a. Sura 18:22 prohibits Muslims from consulting non-Muslims about Islamic affairs while Sura 18:27 prohibits making changes to the teachings that were revealed to Muslims (Cleary, 2004, pp. 25-156).

Sura 33:36 prohibits Muslims from straying from Muhammad's rulings even to the point of requiring abject adherence to Islamic Law. The final data point in this translation, Sura 60:1, instructs Muslims to avoid taking "enemies" as friends, where enemies are defined as all non-Muslims who refuse to accept Islam and be ruled by Islamic Law (Cleary, 2004, pp. 207-273).

Table 12. Open-closed organizational systems matrix for “A-2” translation

Open-Closed Organizational System	
10. Closed-Rational System	{Begin A2: 3:28[O1]; 3:73[O5]; 3:74[O5]; 3:75[O5]; 3:118[O5]; 10:15[O1]; 12:2[O1]; 13:37[O1]; 17:73[O1]; 17:74[O1]; 17:75[O1]; 18:22[O1]; 18:27[O5]; 20:113[O1]; 33:36[O5]; 39:28[O1]; 41:3[O1]; 43:2[O5]; 43:3[O5]; 60:1[O5];End A2}
11. Closed-Natural System	{No evidence in A2}
12. Open System Principles	
12.1. Openness	{No evidence in A2}
12.2. Purposefulness	{No evidence in A2}
12.3. Counter-Intuitiveness	{No evidence in A2}
12.4. Emergent Property	{No evidence in A2}
12.5. Multi-Dimensionality	{No evidence in A2}
13. Open-Rational System	{No evidence in A2}
14. Open-Natural System	{No evidence in A2}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

### *Third Alternate Translation of the Qur’an*

*Haleem’s (2004) The Qur’an: A New Translation* was the third translation of the Qur’an analyzed and there were 28 data points (Table 13) that indicated Islamic Law is a closed-rational organizational system and there was no evidence of closed-natural system attributes. There was also no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open natural system attributes.

Suras 3:28 and 4:144-145 warn Muslims of the consequences of taking non-Muslims as allies; although, this is allowed when Muslims need non-Muslims as allies to protect them from an attack from other non-Muslims. Sura 3:73 prohibits Muslims from believing non-Muslims unless they convert to Islam and Sura 3:74-75 further amplify this teaching. Sura 3:118-120 prohibits Muslims from taking “outsiders” as friends and Sura 4:89 prohibits Muslims from taking non-Muslims as allies unless they first convert to Islam. However, this sura warns Muslims that if the non-Muslims “turn with aggression”

toward them, then the non-Muslims should be seized and killed wherever found (Haleem, 2004, pp. 37-65).

Table 13. Open-closed organizational systems matrix for “A-3” translation

Open-Closed Organizational System	
10. Closed-Rational System	{Begin A3: 3:28[O1]; 3:73[O5]; 3:118[O5]; 3:119[O5]; 3:120[O5]; 4:89[O5]; 4:144[O5]; 4:145[O5]; 10:15[O1]; 10:16[O1]; 10:17[O1]; 12:1[O1]; 12:2[O1]; 13:37[O1]; 17:73[O1]; 17:74[O1]; 17:75[O1]; 17:76[O1]; 18:22[O1]; 18:27[O5]; 20:113[O1]; 33:36[O5]; 39:27[O1]; 39:28[O1]; 41:3[O1]; 60:1[O5]; 60:9[O5]; 60:10[O5] EndA3}
11. Closed-Natural System	{No evidence in A3;}
12. Open System Principles	
12.1. Openness	{No evidence in A3}
12.2. Purposefulness	{No evidence in A3}
12.3. Counter-Intuitiveness	{No evidence in A3}
12.4. Emergent Property	{No evidence in A3}
12.5. Multi-Dimensionality	{No evidence in A3}
13. Open-Rational System	{No evidence in A3}
14. Open-Natural System	{No evidence in A3}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Sura 10:15-17 forbids Muslims from making changes to Islam or Islamic Law.

Suras 12:1-2, 13:37, 20:113, 39:27-28, and 41:3 discuss the importance of Arabic as the language of the Qur’an. Sura 17:73-75 warns against being tempted to believe anything not sanctioned by Islamic Law and the punishment that would ensue if Muslims believe anything contrary to Shari‘a. Sura 18:22 prohibits Muslims from consulting non-Muslims about Islamic affairs while Sura 18:27 prohibits making changes to the teachings that were revealed to Muslims (Haleem, 2004, pp. 129-185).

Sura 33:36 prohibits Muslims from straying from Muhammad’s rulings eliminating the concept of “freedom of choice” within Islam and Islamic Law. Finally, Sura 60:1, 9-10 instructs Muslims to avoid taking “enemies” as allies, where enemies are

again defined as all non-Muslims who refuse to accept Islam and be ruled by Islamic Law and further amplify the consequence of not following this legal instruction (Haleem, 2004, pp. 269-369).

*First Supporting Qur'anic Text*

Al-Zarnuji's (1947/2003) *Instruction of the Student: The Method of Learning* was the first supporting text analyzed and there were two data points (Table 14) that indicate Islamic Law is a closed-rational organizational system and there was no evidence of closed-natural system attributes. There was no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open natural system attributes. The first data point suggesting a closed-rational system was a paragraph instructing Muslims to choose other Muslims as companions and to flee from non-Muslims and a later sentence quoted Muhammad that stated all humans are born as Muslims and that God created Islam as the only true world religion for all mankind (pp. 11-12).

Table 14. Open-closed organizational systems matrix for “S-1” supporting text

Open-Closed Organizational System	
10. Closed-Rational System	{Begin S1: Pp11[O1]; Sp12[O1] End S1}
11. Closed-Natural System	{No evidence in S1}
12. Open System Principles	
12.1. Openness	{No evidence in S1}
12.2. Purposefulness	{No evidence in S1}
12.3. Counter-Intuitiveness	{No evidence in S1}
12.4. Emergent Property	{No evidence in S1}
12.5. Multi-Dimensionality	{No evidence in S1}
13. Open-Rational System	{No evidence in S1}
14. Open-Natural System	{No evidence in S1}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

### *Second Supporting Qur’anic Text*

Cleary’s (2001) *The Wisdom of the Prophet: Sayings of Muhammad: Selections from the Hadith* was the second supporting Qur’anic text analyzed and there were five data points (Table 15) that indicate Islamic Law is a closed-rational organizational system; and there was no evidence of closed-natural system attributes. There was no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open natural system attributes.

The first data point suggesting a closed-rational system is a hadith quoting Muhammad that states all humans are born as Muslims followed by a quote from the Qur’an that God created Islam as the only true world religion for all mankind. Another hadith prohibits Muslim rulers from straying from Islamic Law when ruling their nations and a fourth hadith, again quoting Muhammad, prohibits Muslims from involvement in “what does not concern” them. In this sense the meaning is only religious authorities can comment, let alone rule, on Islamic principles. The final data point and hadith is a



Muhammad quote warning Muslims to avoid befriending non-Muslims (Cleary, 2001, pp. 6-120).

### *Third Supporting Qur'anic Text*

Ibn Naqib al-Misri's (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law* was the third supporting Qur'anic text analyzed and there were 867 data points (Tables 16-18) that indicate Islamic Law is a closed-rational organizational system; and there was no evidence of closed-natural system attributes. There was also no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open natural system attributes (Table 18).

Table 15. open-closed organizational systems matrix for "S-2" supporting text

Open-Closed Organizational System	
10. Closed-Rational System	{Begin S2: Hbp6[O1]; Hap75[O5]; Hp99[O5]; Hp120[O1] End S2}
11. Closed-Natural System	{No evidence in S2}
12. Open System Principles	
12.1. Openness	{No evidence in S2}
12.2. Purposefulness	{No evidence in S2}
12.3. Counter-Intuitiveness	{No evidence in S2}
12.4. Emergent Property	{No evidence in S2}
12.5. Multi-Dimensionality	{No evidence in S2}
13. Open-Rational System	{No evidence in S2}
14. Open-Natural System	{No evidence in S2}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

This text is organized by "books" labeled "A-V" plus two additional "books" labeled "W" and "X" which were notes, appendices, and biographical notes. Topics discussed include sacred knowledge, following qualified Islamic scholarship, the nature

of legal rulings, zakat, trade, inheritance, marriage, divorce, justice, enormities, commanding the right and forbidding the wrong, holding one's tongue, and obligatory belief in Allah and Muhammad.

An introductory note provides the first evidence of a closed organizational system where the translator states that English is not the language of God and therefore, the true meaning of the verses cannot be known, unless they are read in Arabic. Three sections in *Book A: Sacred Knowledge* demonstrate how Islamic Law prevents new ideas from being introduced into Islam. Sections a1.3, a7.2, and a7.3 (pp. 2-14) explain that humans are not capable of understanding Islam unless they receive information from Muhammad and from the inspired books and provide further restrictions on the types of learning that is allowed and prohibited by Shari'a. For example, forbidden knowledge includes "philosophy, astrology, science of the materialists," or any knowledge that could cast doubt on Islamic teachings. Section a7.3 listed "post-classical poetry which contains romance and uselessness" as offensive knowledge, which means it is discouraged and reprehensible.

Table 16. Open-closed organizational systems matrix 1 for “S-3” supporting text

Open-Closed Organizational System	
10. Closed-Rational System 1	{Begin S3: Ppxi[O1]; a1.3[O1]; a7.2[O5]; a7.3[O5]; b7.4[O1]; b7.6[O5]; c2.1[O1]; c2.2[O2]; c2.3[O3]; c2.4[O4]; c2.5[O5]; c4.3[O2]; c5.1[O5]; e8.3[O1]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; j14.0[O5]; j17.2[O5]; k1.2[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 17. Open-closed organizational systems matrix 2 for “S-3” supporting text continued

	Open-Closed Organizational System
10. Close-Rational System 2	m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 18. Open-closed organizational systems matrix 3 for “S-3” supporting text continued

Open-Closed Organizational System	
10. Close-Rational System 3	o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.1[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p5.1[O1]; p9.1[O1]; p9.2[O5]; p9.4[O5]; p9.5[O5]; p10.1[O1]; p11.1[O1]; p15.3[O1]; p16.1[O1]; p19.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p64.1[O1]; p74.1[O1]; p75.2[O1]; p75.3[O1]; p75.14[O5]; p75.16[O1]; q2.3[O1]; q2.4[O1]; q3.1[O1]; q3.2[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r14.1[O1]; r14.2[O3]; r14.3[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w43.5[O1]; w52.1[O1]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1] End S3}
11. Closed-Natural System	{No evidence in S3}
12. Open System Principles	
12.1. Openness	{No evidence in S3}
12.2. Purposefulness	{No evidence in S3}
12.3. Counter-Intuitiveness	{No evidence in S3}
12.4. Emergent Property	{No evidence in S3}
12.5. Multi-Dimensionality	{No evidence in S3}
13. Open-Rational System	{No evidence in S3}
14. Open-Natural System	{No evidence in S3}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix 3. 2: See Table 6 for the data codes.

*Book W: Notes and Appendices*, section w10, amplifies the prohibition on philosophy; *Book P: Enormities*, section p41, amplifies the prohibition on astrology; and section w11 amplifies the prohibition on the sciences of the materialists. Section w10.1 clarifies that the unlawful nature of philosophy refers to “cosmological theories...and any opinion that contradicts a well-known tenet of Islamic belief that there is scholarly consensus upon (ijma), is unbelief (kufr), and is unlawful to learn or teach, except by way

of explaining that it is unlawful (p. 868). Section w11 cautions Muslims working in scientific disciplines to “remember that they are dealing with figurative causes, not real ones” when conducting research in their fields, because Allah is the only “real cause” of all events and to believe otherwise is unbelief (p. 868).

*Book B: The Validity of Following Qualified Scholarship*, sections b7.4 and b7.6 (pp. 24-26), clarify that once Islamic scholars have reached consensus on an issue, the ruling is binding on the Islamic community (Umma). Furthermore, Sunni Muslims must follow the religious teachings of scholars that were trained in one of the four major schools of Sunni Islamic jurisprudence which are the Hanifi, Maliki, Shaft'i, or Hanbali schools (see Figure 2, Islamic Terrorism Systems Architecture) and are prohibited from following other schools or their own interpretation of Shari'a. Book “C,” *The Nature of Legal Rulings*, sections c2.1-c2.5, c4.3, and c5.1 discuss the types of legal rulings and their implications on the worldwide Umma. The evidence demonstrates that Muslims must follow the legal rulings for all “types of human acts” and there are five categories or obligations imposed upon Muslims (see Table 6: Data Coding List). They are “obligatory” where performance is rewarded and nonperformance is punished; “sunna” or recommended where performance is rewarded and nonperformance is not punished; “permissible” or permitted where performance and nonperformance are neither rewarded nor punished; “offensive” or discouraged, or reprehensible where performance is not punished and nonperformance is rewarded; and, “unlawful” or forbidden or proscribed where performance is punished and nonperformance is rewarded. (pp. 30-31).

Obligatory acts can be personally or communally obligatory, depending upon whether the requirement rests with individuals or with the Umma. For example, “prayer,

zakat, and...avoiding wine and gambling, are included in the personally obligatory category. Examples of communal obligations include “commanding the right and forbidding the wrong,...building hospitals,...and the existence of Islamic courts and judges” (Book C, pp. 32-33). *Book O: Justice*, section o9.0, discusses jihad, defined by the translator as waging:

War against non-Muslims, and it is etymologically derived from the word *mujahada*, signifying warfare to establish the religion. And it is the lesser jihad. As for the greater jihad, it is spiritual warfare against the lower self, which is why the Prophet...said as he was returning from jihad, ‘we have returned from the lesser jihad to the greater jihad’ (p. 599).

This book discusses the obligatory nature of jihad and states, “jihad is a communal and a personal obligation. When non-Muslims remain in their own countries, jihad is a communal obligation. However, when non-Muslims “invade a Muslim country or near to one” then jihad becomes “personally obligatory.” Also, jihad is personally obligatory upon all Muslims “present in the battle lines” and “when the enemy [non-Muslims] has surrounded the Muslims.” This latter obligation applies to men and women, regardless of age. Otherwise, only “able-bodied” males who have “reached puberty” and are of sound mind, are communally obligated to fight in jihad (Book O, sections 9.0-9.4). According to the definition of puberty in *Book K: Trade*, individuals reach puberty when they have their “first wet dream, or upon becoming fifteen years old, or when a girl has her first menstrual period or pregnancy” (Book O, pp. 411-412). Another example of an obligatory act was discussed in *Book H: Zakat*. It explicates the obligatory nature of zakat, or mandatory Islamic charity, which is imposed upon “every free Muslim” including males, females, adults, and children (Sections h1.0-h9.5).

*Book J: The Pilgrimage*, describes the once-in-a-lifetime requirement of the “*hajj*”, or pilgrimage to Mecca and the *umra*, “the lesser pilgrimage or *visit* to Mecca that may be performed at any time of the year,” obligatory for Muslims who have reached puberty (Sections j1.1-j1.2, p. 301). *Book K: Trade*, discusses the Islamic obligation that if Muslims are buying a Qur’an for someone else, the recipient must be a Muslim (Section k1.2). *Book L: Inheritance* has 81 data points suggesting Islamic Law is a close-rational organizational System. Sections L1.0-L10.13 distinguishes between “bequests and estate divisions.” A “*bequest* is the act of a living person” distributing property whereas an “*estate division* occurs after” an individual has died. Muslims are permitted to give (bequeath) no more than one-third of their property to a non-Muslim and non-Muslims may bequeath their property to Muslims; although, there is no limitation stipulated regarding the percent of property that Muslims could receive. It is invalid and unlawful for a non-Muslim to inherit property” from a Muslim through estate distribution and similarly, invalid for a Muslim to inherit propriety from a non-Muslim (pp. 462-505).

*Book M: Marriage*, with 42 data points, allows Muslim men to marry non-Muslim women (Section m1.4, p. 510) while Muslim women are prohibited from marrying non-Muslim men. Section m6.7 further elaborates allowing Muslim men to marry only Muslim, Christian, or Jewish women and prohibiting Muslim women from marrying non-Muslim men (p. 529). Muslim women may not show parts of their bodies to non-Muslim women unless they are related (Section m2.7, p. 513); and women, Muslim and non-Muslim, are not allowed to be witnesses at marriages (Section 3.3). Non-Muslims are prohibited from acting as guardians for brides; and guardians have the responsibility to determine who Muslim women will marry (Sections m3.4-m3.7, pp. 518-520). Muslim



men may marry prepubescent girls while non-Muslim men may not (Section m3.9, p. 521). Additional restrictions apply once Muslims have children. Their children must be cared for by Muslims (women or men) (Section m13.0, p. 550) and it is offensive for Muslim parents to send their children to non-Muslim schools and expressly forbidden to educate Muslim children in Christian schools (Section m13.3, p. 552).

*Book O: Justice* begins its discussion on “who is subject to retaliation for injurious crimes. Killing unlawfully, or “without right” is the second worst enormity within Islamic Law (unbelief is the worst enormity). There are three lawful reasons to kill Muslim men: “the blood of a Muslim man...is not unlawful to shed unless he be one of three: a married adulterer, someone killed in retaliation for killing another, or someone who abandons his religion and the Muslim community” This section also extols the supremacy of lives of Muslim men stating, “the killing of a believer is more heinous in Allah’s sight [than] doing away with all of this world” (Section o1.0, pp. 582-583). Retaliation is obligatory for killing Muslims, if the ones entitled to take retaliation desire to exact it (Section 01.1, p. 583).

However, the following categories are not subject to retaliation: “a child or insane person,” regardless if they are Muslim or non-Muslim; “a Muslim for killing a non-Muslim”; and, “a Jewish or Christian subject of the Islamic state for killing an apostate from Islam,” which is always without consequences (Book O, Section o1.2, pp. 583-584). Victim’s families may claim an indemnity, which becomes obligatory. For killing a male Muslim, the indemnity is 4.235 grams of gold (Section o4.2, p. 588); the indemnity for killing a Jew or Christian is 1.412 grams of gold (one-third that of Muslim males) (Book O, Section o4.9, p. 590); and, for killing a Zoroastrian, one-fifteenth of a Muslim male’s

indemnity (p. 590). Killing is authorized without a corresponding requirement to pay an indemnity when the following are intentionally killed: “non-Muslims at war with Muslims” (which means anyone who refuses to submit to Islamic Law); “someone who has left Islam; [and] someone sentenced to death by stoning (Book O, Section o4.17, p. 593).

Apostasy, considered “the ugliest form of unbelief (kufr) and the worst” carries severe consequences. Any Muslim male or female who has reached puberty and voluntarily leaves Islam “deserves to be killed.” They must first be offered the opportunity to return to Islam and if they refuse, then they should be “immediately killed” (*Book O, Section o8.0*, pp. 595-596). Section o8.4 further elaborates that “there is no indemnity for killing an apostate...since it is killing someone who deserves to die” (p. 596). Acts that demonstrate apostasy include: reviling “Allah” or Muhammad; denying “any verse of the Qur’an or anything by which scholarly consensus belongs to it,...or [adding] a verse that does not belong to it;...[denying] the obligatory character of something which by the consensus of Muslims is part of Islam;...[holding] any of Allah’s messengers or prophets as liars;...[reviling] the religion of Islam;...or [denying] *that Allah intended the Prophet’s message to be the religion followed by the entire world*” [italics added] (Book O, Sections o8.7-08.7.20, pp. 596-598).

The obligatory nature of Jihad was discussed above. *Section o9.0, Jihad*, provides further evidence of the closed nature of Islamic Law. First, the caliph, when established, is required to “make war upon Jews, Christians, and Zoroastrian” after he has “invited them to enter Islam...and if they will not, then invite them to enter the social *order* of Islam by paying the non-Muslim poll tax (jizya)” (p. 602). The section elaborates that the

significance of the non-Muslim poll tax is not the money but the fact that non-Muslims must pay it. Section 09.9 states, “the caliph fights all other peoples [that are not Jews, Christians, or Zoroastrians] until they become Muslim” because they are not permitted to pay the non-Muslim poll tax; although, the Hanafi school does allow others to pay the poll tax (p. 603).

When non-Muslims are citizens of Muslim states, they are under the *protection* of Muslim governments. This means they agree to adhere to Islamic Law and pay the poll tax, which is levied only on non-Muslim men at the rate of 4.235 grams of gold per person (Book O, Sections o11.1-o11.11, pp. 607-609). Although not an exhaustive list, the agreement of protection is violated if non-Muslims violate Islamic Law, fail to pay the poll tax, either marries or commits adultery “with a Muslim woman,” lead Muslims “away from Islam, kill “a Muslim, or mentions something impermissible about Allah, the Prophet...or Islam (Book O, Section 011.9-011.10.5, p. 609).

Regarding legal testimony in Islamic courts, testimony from non-Muslims is not acceptable since the person would not be considered “religious” meaning “upright” and “Muslim” (Book O, Section o24.2, p. 635). In addition, Muslims who are considered “without respectability” may not testify in Islamic courts. “Street-sweeper[s], bathhouse attendant[s], and the like” are examples of Muslims “who lack respectability” (Section o24.3, p. 646). Section 25 discusses the caliphate, or supreme Islamic world leader.

The reestablishment of the caliphate is a “necessary precondition for hundreds of rulings (Books k through o)...to govern and guide Islamic community life, and establish a unified Islamic nation. Islamic scholarly consensus requires a caliphate whose purpose is to preserve Islam and manage secular affairs. Muslims are obligated to obey a caliph’s

commands on all topics covered by Islamic Law (Book O, Sections o25.0, o25.5 pp. 638, 644-645). One of the caliph's responsibilities is to appoint state rulers who administer the affairs of state in various Islamic nations while remaining subservient to the caliph (Section o25.7, p. 645). This is also evidence that Islamic Law is a meta-management organizational structure. These state rulers have seven functions including: "raising and deploying armies on the frontiers;...[and] preserving the religion from alteration and substitution...An eighth duty arises, namely to undertake jihad against enemies," when their areas border non-Muslim lands (Book O, Sections o25.8-o25.9.8, pp. 646-647).

*Book P: Enormities*, has 63 data points indicating Islamic Law is a closed-rational organizational system. Muslims are obligated to know the enormities and avoid them (Section p0.1). Section p0.0 defines enormities as, "any sin entailing either a threat of punishment in the hereafter explicitly mentioned by the Koran or hadith, a prescribed legal penalty (hadd) or being accursed by Allah or His messenger" (p. 652). Examples of enormities, which are forbidden, include: killing Muslims; failing to pay zakat; suggesting anything that is contrary to Islamic Law, interpreted by Islamic scholars to mean lying about Muhammad; fornication; sodomy and lesbianism; misappropriating zakat, the spoils of war, or Muslim funds; and being a masculine woman or an effeminate man, including men who obey women (Sections p2.0, p5.1, p9.1, p19.1, p28.1, pp. 653-672).

Zakat is defined as mandatory Islamic charity, as distinguished from voluntary charity. Zakat workers collect zakat funds and Imams distribute zakat proceeds to eight authorized categories of recipients: the poor; those short of money; zakat workers, "those whose hearts are to be reconciled"; slaves who are purchasing their freedom; Muslims in

debt; those “fighting for Allah”; and, travelers who need money. Each category of recipients receive one-eighth of the proceeds. Distributing zakat funds to the poor means giving money to Muslims who lack money to sufficiently care for themselves while distributing funds to those short of money means to those Muslims who “have something to spend” for their needs but it is not enough (Book H, Sections h8.0-8.18, pp. 263-272).

Zakat workers, the third authorized category, mean those who collect the funds, the record keeper, the person identifying the authorized recipients, and the person distributing the funds. “Those whose hearts are to be reconciled” means leaders whose “Islam may be expected to improve, or whose peers may be expected to enter Islam. It also means leaders who collect zakat “from Muslims living near them who refuse to pay it, or who fight an enemy [for Muslims] at considerable expense and trouble to themselves.” The next category, slaves purchasing their freedom, is self-explanatory (Book H, Sections h8.0-8.15, pp. 263-271).

Muslims in debt represent the sixth authorized category of zakat recipients. The stipulations for this category are not relevant to this study. “Those fighting for Allah,” is the seventh category. This category of recipients is defined as, “people engaged in Islamic military operations for whom no salary has been allotted in the army roster.” Even affluent Muslims are authorized to receive zakat if they are in fighting non-Muslims. The eighth and final category of authorized zakat recipients is Muslims who are traveling and need money. For this category, only enough is given to allow the traveler to return home. Similar to the previous category, affluent Muslims can qualify in this category (Book H, Sections h8.16-8.18, pp. 271-272).

Further examples of enormities include: breaching faith, which means to betray Allah, Muhammad, or betraying trusts; seeking sacred knowledge to compete with Islamic scholars; spying and listening to Muslims' private conversations; leaving or disobeying an Islamic leader, meaning the caliph or the authorized appointed leader. Section p40.2 recommends as sunna, that Muslims elect a leader whenever they are in a group of three or more. Severing kinship ties; "hurting or reviling Muslims"; harming Allah's friends; belittling Muhammad's companions; introducing innovation in Islam; arguing over the words of Muslims, including arguing about the Qur'an; and revealing Muslim weaknesses, to include spying, which would have the potential to undermine Islam or Muslims are the final examples of the closed nature of Islamic Law (Book P, Sections p34.0-2, p.38.1-2, p40.0-40.2, p. 50.1, p56.1, p58.1, p 74.1, pp. 676-699).

*Book Q: Commanding the Right and Forbidding the Wrong* has 10 data points suggesting Islamic Law is a closed-rational organizational system. Section q2.3 discusses the five levels of censure Muslims and non-Muslims are subject to from other Muslims when found violating Islamic Law. Section q2.4 discusses when Muslims are able to command and censure Muslims and non-Muslims; including attacking non-Muslims and fighting them even if there is a possibility the attacking Muslim will be killed. Sections q3.1-3.2 discusses the items that can be censured, which include anything that is prohibited by Islamic Law. Sections q5.2-5.9 discusses the levels of censure ranging from understanding an act is wrong, using intimidation, to utilizing force, including the use of weapons (pp. 716-725).

*Book R: Holding One's Tongue* has four data points suggesting Islamic Law is a closed-rational organizational system. Sections r14.1-14.3 explains that anyone utilizing

their own opinion and knowledge to interpret the Qur'an and hadiths is introducing error into the Islamic organization. *Book W: Notes and Appendices* has 35 data points suggesting the closed-rational nature of Islamic Law. Section w10.1 explicates the unlawful aspects of philosophy, and section w11.1 discusses prohibitions against Muslims working in scientific disciplines, both discussed above. Section w2.2 directs Islamic judges to utilize the strongest position within their authorized school of Sunni Islamic jurisprudence to make rulings regarding Shari'a and mandates non-Islamic scholars to follow the rulings of Islamic judges. Section w13.1 explains slavery in Islam and section w16.1 lists 37 requirements and prohibition when handling the Qur'an.

Section w21.1 quotes Muhammad as saying "May Allah curse the Jews and Christians; they have taken the tombs of their prophets as places of worship." Depending upon the school, section w23.1 defines female nakedness in the home as displaying any part of the female body "between the navel and knees"; in prayer, only the hands and face may be uncovered; and when in public, the entire body must be covered (Book W, Section w23.1, p. 899). Section w29.0 provides instruction that new ideas must be evaluated by Islamic scholars and may only be adopted after a rigorous examination is made following the precepts of Islamic Law. Section w29.2 contrasts sunna with innovation, arguing that the two terms are contradictory. This section reconfirms the desirability of following Muhammad's examples in everything he said and did.

Regarding innovation in the hadiths, Muhammad is quoted in section w29.3 as saying, "beware of matters newly begun, for every innovation is misguidance." This is further explained to mean introducing new ideas into Islam or Islamic Law that otherwise "did not previously exist" (Book W, Section w19.3, pp. 914-916). Section w43.5

expounds on the meaning of “dar al-harb...[or] ‘enemy lands.’” This section differentiates between when a Muslim land becomes an enemy land and “dar al-harb” meaning “‘abode of war,’” that is, those countries where “Muslims countries (dar al-Islam) are at a state of war.” There is a further clarification that Muslims are expected to follow Islamic Law in “commercial or other dealings,” regardless of the country (Book W, Section w43.5, pp. 946-947).

Finally, section w52.1-52.440 lists 440 enormities or actions that are prohibited by Islamic Law. This listing of prohibitions includes topics that “does not concern one” meaning, arguing with Islamic scholars on matters of Shari’a; thinking unfavorable thoughts about Muslims; opposing the teachings of Islamic Law; going against Muhammad’s teachings; introducing new ideas into Islamic Law; not following the sunna, meaning not following the sayings and actions of Muhammad; loving oppressors or non-Muslims; spreading negative information about Muslims; and, ridiculing, mocking, or cursing Muslims. Striking or killing Muslims; non-Muslims “taking over and of the Muslims’ concerns; and, “showing others the weak points of the Muslims” are four additional enormities indicating Islamic Law is a closed-rational organizational system (Book W, Sections 52.1-52.440; pp. 966-990).

#### *Fourth Supporting Qur’anic Text*

Ibn Rushd’s (d. 1198/1994) *The Distinguished Jurist’s Primer* was the fourth supporting Qur’anic text analyzed and there were 376 data points (Tables 19-20) that indicate Islamic Law is a closed-rational organizational system; and there was no evidence of closed-natural system attributes. There was also no evidence of open system principles; no evidence of open-rational system attributes; nor, any evidence of open



natural system attributes (Table 20). Seventeen “books” comprised the organization of this text with the section numbers corresponding to the order of the books as presented in the text. Only the first 10 books provide evidence of the closed-rational organizational systems nature of Islamic Law. Topics covered in the first 10 books include ritual purification; two books on prayer and two on zakat; death; fasting; and, jihad.

An introductory note provides the first evidence of the closed system nature of Shari‘a. This note explains translating Islamic legal texts into any language makes it impossible to understand Shari‘a, due to the concise nature of the Arabic language. *Book I: The Book of Ritual Purification (Tahara)* has 94 data points suggesting Islamic Law is a closed-rational organizational system. Sections 1.1.1-1.2.3.1.2 discusses the obligatory nature of the ritual washing or ablution of various parts of the body prior to conducting Islamic prayers. These areas include the head, face, mouth, nose, hands, elbows, feet, and ankles. Also discussed are issues that nullify ablution which included “unclean” excretions from the body (pp32-34).

Table 19. Open-closed organizational systems matrix 1 for “S-4” supporting text

	Open-Closed Organizational System
10. Closed-Rational System 1	{Begin S4: Ppxli[O6]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4];

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 20. Open-closed organizational systems matrix 2 for “S-4” supporting text continued

	Open-Closed Organizational System
10. Closed Rational System 2	2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
11. Closed-Natural System	{No evidence in S4}
12. Open System Principles	
12.1. Openness	{No evidence in S4}
12.2. Purposefulness	{No evidence in S4}
12.3. Counter-Intuitiveness	{No evidence in S4}
12.4. Emergent Property	{No evidence in S4}
12.5. Multi-Dimensionality	{No evidence in S4}
13. Open-Rational System	{No evidence in S4}
14. Open-Natural System	{No evidence in S4}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix 3. 2: See Table 6 for the data codes.

*Book II: The Book of Prayer (Salah)* has 125 data points suggesting Islamic Law is a closed-rational organizational system. Sections 2.1.1-2.4.3.6 discuss the obligatory and recommended prayers and the authorized manner of praying. The obligatory nature of the prayers stem from the Qur'an, the sunna, and consensus among Islamic Scholars. There is minor disagreement with regarding the number of daily prayers. The majority of scholars maintain the requirement for five daily prayers while an opinion from one school suggests six prayers are required daily. However, there is no disagreement regarding the fundamental nature that praying Islamic prayers is a universal obligation. *Book III: The Second Book of Prayer (Salah)* has 14 data points indicating Islamic Law is a closed system. Sections 3.1-3.9 went into greater depth regarding recommended prayers that are sunna or supererogatory” (p. 227).

*Book IV: The Book of the Akam of the Deceased* has 31 data points suggesting Islamic Law is a closed-rational organizational system. Sections 4.1-4.6 discusses how to approach death and how to prepare Muslim bodies for burial. While Muslim bodies are to be bathed prior to burial, for Muslims martyrs (shahid) killed in combat with non-Muslims, the majority opinion of Islamic jurists is that martyrs should be buried be buried in the clothes worn at the time of death, based on examples set by Muhammad (Section 4.2.2). Regarding the burial of non-Muslims, there is some disagreement among the Islamic schools of law if Muslims can bathe non-Muslims being prepared for burial.

*Book V: The Book of Zakat* has 41 data points characteristic of a closed-rational organizational system. Sections 5.2-5.5.3 corroborates the findings about zakat found in the third supporting Qur'anic text (al-Misri's (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law*) discussed above. Section 5.1 corroborates the

obligatory nature of zakat; section 5.3 confirms the rates of zakat; and, section 5.5 verifies zakat proceeds are distributed to eight authorized categories. Section 5.5.1.1 confirms that imam's are in charge of distributing zakat funds and section 5.5.2 corroborates the entitlement amount for each category. This section goes into further detail regarding travelers stating, "it appears that for the warrior, in the view of those who consider the wayfarer to be a warrior, it is an amount that will take him to the battle front" (pp. 322-323). *Book VI: The Book of Zakat Al-Fitr* has five data points characteristic of a close-rational organizational system. Al-fitr is charity given when Ramadan concludes (p. 583). The majority of Islamic jurists maintain it is obligatory, paid to the poor, but disagreed whether the dhimmi, or citizens of Islamic states who are non-Muslims, can receive zakat al-fitr. However, there is unanimous agreement non-Muslims cannot receive zakat received from Muslims' wealth (p. 329).

*Book VII: The Book of Siyam (Fasting)* has 22 data points suggestive of a closed-rational organizational system. *Book VIII: The Book of I'tikaf (Seclusion in a Mosque)* has no data points and *Book IX: The Book of Hajj (Pilgrimage to Mecca)* has 29 data points. Sections 9.1-9.3.6 discusses the obligatory nature of the hajj, when, where, and how it is to be conducted; and acts that must be avoided to avoid invalidating the pilgrimage. Section 9.1 clarifies that non-Muslims may not conduct the hajj. While Islamic Law dictates that all non-Muslims are subject to Shari'a, they are "excluded" from the hajj because they do not believe in Allah and Muhammad; and they have not subjected themselves to following Islamic Law and professing Islam's articles of faith (pp.374-375). In order to subscribe to the Islamic faith, people must believe in Islam's six articles of faith. Believing in "Allah, His angels, His messengers, His revealed books, the day of

resurrection, and divine preordainments (whatever Allah has ordained, must come to pass” are Islam’s six articles of faith (Khan & al-Hilali, 2000, p. 444).

*Book X: The Book of Jihad* has 26 data points that were characteristic of a closed-rational organizational system. Sections 10.1-10.2.7.6 corroborates the findings about jihad found in the third supporting Qur’anic text (al-Misri’s (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law*) discussed above. Sections 10.1-10.1.2 confirm the obligatory nature of jihad as a communal obligation and obligatory upon men who have reached puberty. Section 10.1.2 presents unanimous agreement from Islamic jurists that non-Muslims are “the people who are to be fought” (p. 455). Utilizing Muhammad’s words, this section explains the purpose of Jihad is to establish Islamic monotheism throughout the world. One school dissented contending that Ethiopians and Turks are not to be attacked, based on sayings of Muhammad.

Regarding the injury and trauma that Islamic Law authorizes when conducting jihad against non-Muslims, according to Section 10.1.3, Islamic jurists agree that non-Muslims may be killed, enslaved, and their property confiscated and enslavement is permitted for men and women of all ages. Islamic Law considers non-Muslims captured when waging jihad as prisoners of war. This section further amplifies that imams have the responsibility for deciding the fate of these prisoners, to include “their pardon, enslavement, execution, demand for ransom, and the imposition of *jizya* (poll tax)” (p. 456).

Section 10.1.3 continues elaborating that “the harm aimed at life is by killing, and there is no disagreement among the Muslim jurists that it is permitted in war to slay the male polytheists [non-Muslims], who have attained puberty and are waging war” (p.

458). There is also unanimous agreement that killing minors and women is permissible if they are waging war against Allah or Muhammad. Waging war is defined as being a non-Muslim and refusing to abide by the articles of Islamic faith. The rationale utilized by the jurists for this view includes Muhammad's words that he was "commanded to fight mankind until they" enter Islam and "slay the idolaters wherever ye find them" (p. 458). The majority of Muslim jurists also agreed that it is permissible to attack non-Muslim fortresses with missiles, artillery, and other weapons of war, even if non-Muslim women and children are present and could be killed. However, this is prohibited if Muslim captives or Muslim children are in the fortresses.

Section 10.1.4 establishes Shari'a's condition for declaring war on non-Muslims. It states, "The condition for the declaration of war, by agreement, is the communication of the invitation to Islam, that is, it is not permitted to wage war on them unless the invitation has reached them. The rationale used by the jurists to reach this conclusion was the Qur'anic verse 17:15, "We never punish until We have sent a messenger" (p. 461). Section 10.1.6 provides the Islamic rulings regarding establishing peace treaties with non-Muslim countries. There is some disagreement whether peace treaties are permitted for reasons other than of necessity or for gaining concessions from non-Muslim countries. In any case, 10 years is the maximum term a Muslim nation could have a peace treaty with a non-Muslim nation and imams have the responsibility to determine if a peace treaty is congruent with Shari'a and to negotiate the terms.

Section 10.1.7 provides further evidence regarding the reason for conducting jihad and waging war against non-Muslims. There is agreement among the Muslim jurists that there are two reasons to wage war. The first reason is to convert non-Muslim nations and

the second reason is to obtain payment of jizya or the poll tax levied on non-Muslims. Sections 10.2-10.2.6 provides an in-depth discussion on the distribution of captured enemy property (war booty). The Islamic jurists agree that one-fifth belongs to imams and four-fifths belongs to the jihad warriors who confiscated the property. However, the jihad warriors are only entitled to four-fifths of the spoils of war if they conduct jihad with permission from their imams. However, section 10.2.4 provides evidence that non-Muslims have no right to own property taken from Muslims while section 10.2.6 shows that jurists authorize Muslims to use “intimidation and fear” in place of armed conflict to obtain non-Muslim property (p. 482). Muslim jurists also agreed that war booty is for all Muslims and that imams can take the proceeds of war booty from the jihad fighters and redistribute the booty as desired.

#### *Fifth Supporting Qur’anic Text*

Al-Maqasid’s (2002) *Nawawi’s Manual of Islam* was the fifth supporting Qur’anic text analyzed and there were 109 data points (Table 21) that indicate Islamic Law is a closed-rational organizational system; and there is no evidence of closed-natural system attributes. There is also no evidence of open system principles; no evidence of open-rational system attributes; nor any evidence of open natural system attributes (Table 25).

Chapter 2, Purification, has 29 data points. Paragraphs 2.1-2.30, corroborates the fourth supporting Qur’anic text, Ibn Rushd’s (d. 1198/1994) *The Distinguished Jurist’s Primer*, on the obligatory nature of the ritual washing or ablution of various parts of the body prior to conducting Islamic prayers. Chapter 3, The Prayer, has 33 data points. Paragraphs 3.6-3.33, confirm the obligatory and recommended nature of Islamic prayers



and the authorized manner of praying for Muslims. Chapter 4, Zakat, has 13 data points. Paragraphs 4.1-4.13 affirm the findings about zakat found in the third supporting Qur’anic text (al-Misri’s (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law*) and found in the fourth supporting Qur’anic text, Ibn Rushd’s (d. 1198/1994) *The Distinguished Jurist’s Primer*, discussed above. Paragraph 4.11.7 confirms that jihad warriors are entitled to zakat and paragraph 4.1.3 validates the impermissibility of giving zakat to non-Muslims.

Table 21. Open-closed organizational systems matrix for “S-5” supporting text

Open-Closed Organizational System	
10. Closed-Rational System	{Begin S5: 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.11-4.11.8; 4.12[O1]; 4.12[O1]; 4.13[O4]; 8.1[O1]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14a[O1]; 8.14.b[O1] End S5}
11. Closed-Natural System	{No evidence in S5}
12. Open System Principles	
12.1. Openness	{No evidence in S5}
12.2. Purposefulness	{No evidence in S5}
12.3. Counter-Intuitiveness	{No evidence in S5}
12.4. Emergent Property	{No evidence in S5}
12.5. Multi-Dimensionality	{No evidence in S5}
13. Open-Rational System	{No evidence in S5}
14. Open-Natural System	{No evidence in S5}

Notes: 1: Attribute numbers correspond with Table 9, Organizational System Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Chapter 5, Fasting, has 10 data points. Paragraphs 5.1-5.10 corroborate the findings on fasting from the fourth supporting Qur’anic text, Ibn Rushd’s (d. 1198/1994) *The Distinguished Jurist’s Primer*; and Chapter 6, The Pilgrimage (Hajj) has 10 data points that confirm the findings discussed above in the fourth supporting Qur’anic text. Chapter 7, Sufisim, has 1 data point and Chapter 8, Notes, has 11 data points indicating that Islamic Law is a closed-rational organizational system. This chapter confirms the obligatory nature of Islamic Law and the requirement Muslims have to follow Shari‘a. Paragraph 8.1a discusses the requirement for Muslims to follow an authorized school of Islamic Law; prohibiting them from being a Muslim “without any jurisprudence or madhahab” (p. 104). Paragraph 8.6b provides evidence of the universal applicability of Islamic Law to all countries—Muslim and non-Muslim; and paragraph 8.14a discusses who is qualified to “issue expert” legal opinions on Islamic Law. This paragraph also cites al-Misri’s (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law*, which was this study’s third supporting text.

## Research Question 2

### What Attributes Describe Organizations?

This research question was addressed and answered during Step 1 of the 22-step research process when the *Organizational Systems Attributes List* (Tables 3-5) was developed. A synthesis of the literature was accomplished using a representative sample of academic management textbooks (Bateman & Snell, 2002; Certo, 2000; Dessler, 2001; Gibson, Ivancevich, & Donnelly, 1988; Hosmer, 1996; Morgan, 1997; Robbins, 2000; Robbins & Coulter, 1999; Williams, 2003) to determine the generic organizational and

management systems attributes of any organization one chooses to evaluate. The generic attributes listing was finalized with no modifications required, when the research proposal was formally approved. It was used to determine the organizational and management system attributes embedded in Islamic Law.

The internal and external organizational systems attributes became expanded research questions that were required to be answered in order to address the organizational and management influence Shari'a has on Islamic terrorism. An additional element of the organizational systems attributes listing was the addition of systems principles characteristics using a combination of Scott's (2003) "rational, natural, and open systems...paradigms" (p. 52) coupled with Gharajedaghi's (1999) systems principles. The organizational systems attributes listing was used to record evidence from the textual analysis of the Qur'ans and the supporting texts to determine what organizational and management structure resides in Islamic Law.

### Research Question 3

#### What Organizational Attributes Describes Islamic Law?

The evidence indicates there are 31,716 data points demonstrating the planning, leading, organizing, controlling, and external environmental organizational attributes of Islamic Law. Evidence of leading organizational attributes includes downward communications, motivation, organizational decision-making processes, and barriers to communication. Planning attributes include organizational vision and mission; and strategic goals and strategic objectives. Organizational attributes include departmental functional and centralization of authority. Controlling, or evaluating and monitoring

attributes include financial, legal, and corporate cultural control. External environmental attributes include competitive environment, macroenvironment, financial community stakeholders, competitive aggression, competitive pacification, and public relations. Due to the extensive number of data points on the organizational attributes of Islamic Law, only selected examples of the evidence are discussed.

#### *Primary Translation of the Qur'an*

Khan and Al-Hilali's (2000) *Interpretation of the Meanings of The Noble Quran In the English Language* was the primary translation of the Qur'an analyzed. There are 1,906 data points demonstrating the organizational attributes of Islamic Law. Explanatory hadith and note evidence accounts for 52% of the evidence from this translation that illuminated the meaning and intent of the 114 suras and the more than 6,200 verses of the Qur'an.

*Leading attributes.* There are 297 data points (Tables 22-23) that demonstrate the organizational attribute of "leading" in Islamic Law; 53% of the "leading" attributes evidence came from the explanatory notes and hadiths in the primary translation of the Qur'an. Evidence of leading attributes are "downward communications" (43 data points); "motivation" (29 data points); "organizational decision-making processes" (29 data points); "decision-making barriers" (6 data points); "coercive" (17 data points) "expert" (93 data points); "legitimate" (113 data points); and "reward power" (57 data points). No evidence of "referent power" attributes was found.

*Leading attributes: downward organizational communication.* There are 43 data points (Table 22) providing evidence of downward organizational communications attributes in the primary translation of the Qur'an. The first evidence indicating Islamic

Law requires communications to flow from Islamic leaders downward is an explanatory hadith that states Muhammad must be obeyed and to do otherwise, would be to disobey God. Sura 2:129 demonstrates that Muhammad was sent by God to teach Muslims what is in the Qur'an and *Al-Hikmah* “(full knowledge of the Islamic Laws and jurisprudence or wisdom of the Prophethood)” (Khan & al-Hilali, 2000, Part 1, pp. 23; 77). Sura 2:252 further supports this message that Muhammad was sent by God (p. 179). One hadith points to humans' inability to override any of Muhammad's rulings stating, “If the Messenger decided something, it was not permissible for any human being to suggest something other than Allah's Messenger's decision (Part 7, p. 241). Suras 4:69, 8:46, 24:54, 39:41, 46:31, 47:33; and 48:17 plus explanatory notes and hadiths (Part 4, p. 253; Part 6, p. 236) corroborate this obligation to obey Muhammad without question.

An explanatory hadith for Sura 2:252 further clarifies that Muhammad was “given five (things) which were not given to anyone else before” him. They are:

1. Allah made [Muhammad] victorious by awe, (by His frightening [Muhammad's] enemies).
2. The earth [was] made for [Muhammad and his followers as] a place for offering...prayer *and a thing to purify* [italics added].
3. [War] booty [was] made...lawful to [Muhammad] yet it was not lawful to anyone else before [Muhammad].
4. [Muhammad was] given the right of intercession (on the Day of Resurrection).
5. Every Prophet use to be sent to his nation only but [Muhammad has] been sent to all mankind. (Part 1, p. 179)

Table 22. Leading attributes crosswalk matrix 1 for “P” translation

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committees	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
1.1.2. Formal	
1.1.2.1. Downward	{Begin P1: Hap23[O1]; 2:129[O6]; 2:252[O6]; Hp179[O1]; Hp180[O2]; 3:79[O1]; 4:34[O1]; 4:59[O1]; Hap367[O1]; Hbp367[O1]; Hcp367[O1]; 4:69[O1] End P1}; {Begin P2: Hp60[O1]; Hap97[O1]; Hbp97[O1]; Hp197[O1]; 8:46[O1]; Np285[O1]; Hp285[O1]; 8:73[O1]; Np316[O1]; Nap317[O1]; Hp477[O2] End P2}; {No evidence in P3}; {Begin P4: 17:53[O1]; 17:65[O1]; 17:96[O1]; Hcp253[O1] End P4}; {Begin P5: 24:56[O1] End P5}; {Begin P6: Hp236[O1] End P6}; {Begin P7: 39:10[O1]; 39:10[O1]; 39:41[O1]; Np241[O1]; 46:31[O1]; 47:33[O2]; 48:10[O1]; 48:17[O1] End P7}; {Begin P8: Hp274[O1] End P8}; {Begin P9: Hp78[O1]; Dbp413[O1]; Dcp421[O1]; Np436[O1]; Np438[O1]; Np459[O1] End P9}
1.1.2.2. Upward	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
1.1.2.3. Horizontal	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
1.1.3. Informal Grapevine	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
1.1.4. Public Relations Policy	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
1.2. Organizational Decision-Making Characteristics	
1.3. Motivating Employees	{Begin P1: Np289[O1]; 3:157[O1]; Hp301[O1]; 3:161[O1]; 3:162[O1]; Hp311[O1]; 4:57[O1]; Hp368[O1]; 4:69[O1]; 4:74[O6]; 4:89[O1]; 4:122[O6]; 4:141[O1]; Hp436[O1]; Hp467[O1]; 5:9[O1]; 5:10[O1]; 5:11[O1]; Np485[O1] End P1}; {Begin P2: Hp24[O1]; 9:39[O1]; 9:111[O1]; Np253[O1]; Np316[O1]; Np339[O1]; Hap370[O1]; Hap453[O1]; End P2}; {Begin P3: Hp50[O1] End P3}; {No evidence in P4, P5, P6, P7, P8}; {Begin P9: Np459[O1] End P9}
1.3.1. Organizational Decision-Making Process	{Begin P1: 4:89[O1]; Hap490[O2]; Hbp490[O6]; Hp491[O1]; Hp492[O1]; Hp510[O1]; 5:89[O1]; Np542[O1]; Hap544[O1]; Hbp544[O1]; Hp545[O1] End P1}; {Begin P2: Hcp98[O1]; Np253[O1]; Hp258[O1]; 8:45[O1]; 8:60[O1]; Nbp317[O1]; 9:5[O1]; 9:11[O1]; Hap339[O1]; Hbp339[O1]; Hcp339[O1]; Np339[O1]; Hp352[O1]; 9: 29[O1]; 9:36[O1]; Hp367[O1] End P2}; {No evidence in P3}; {Begin P4: Np359[O1] End P4}; {No evidence in P5, P6, P7, P8, P9}
1.3.2. Barriers to Decision Making	{Begin P1: 4:89[O1] End P1}; {Begin P2: Hp112[O1] End P2}; {No evidence in P3}; {Begin P4: Np359[O1] End P4}; {No evidence in P5, P6, P7, P8}; {Begin P9: Hp9[O1]; Hp105[O5]; Np459[O5] End P9}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix #1: See Table 6 for the data codes.

Another hadith explains that Muhammad was the final prophet given to mankind and that after Muhammad died, a caliph would be the supreme Islamic leader for the entire world; and that Muslims would be required to pledge their loyalty to the caliph. This hadith further stipulates that a caliph must be obeyed (Part 1, p. 180). Sura 3:79 supports Muhammad's singularly global leadership role (Part 1, p. 251). Sura 8:73 admonishes Muslims throughout the world that the consequences will be severe, if they fail to unite "under a chief Muslim ruler for the whole Muslim world" and establish Islamic Law. Sura 4:59 requires Muslims to "obey...Muhammad" and to obey Muslims "who are in authority" (Part 1, p. 366). Three hadiths provide further support that Shari'a requires Muslims to obey those in authority, with Muhammad (successive caliphs after Muhammad's death) as the supreme world leader (Part 1, p. 367). An appendix discussing Islamic monotheism provides more proof that Muslims are obligated to follow Muhammad (Part 9, pp. 436-437). Another appendix on "Shahadah—Confession of A Muslim" provide definitive proof of Muslims' obligation to follow Muhammad (Part 9, pp. 438-441).

When people embrace Islam and become Muslim, they have to make the "Confession of a Muslim," which has five salient points. Point II stipulates that Muslims must do whatever Muhammad orders them to do and that Muslims must avoid "all that...Muhammad" forbids. An explanatory hadith explains that according to Islam's five principles, Muslims must believe that Muhammad was God's messenger. In addition, according to Islam's six articles of faith, Muslims must believe in Muhammad (Khan & al-Hilali, 2000, Part 9, pp. 438-441). An appendix on the call to Jihad requires Muslims

to obey Muhammad and other Islamic leaders (including Imams) to use military weapons to fight non believers until they are either killed or embrace Islam (Part 9, pp. 459-477).

Sura 48:10 (Part 7, p. 10) discusses the type of pledge Muslims must give to Muhammad and his successors and single world leaders of Islam (caliphs). This pledge is named *Bai'ah* and is given to Muslim rulers, including the caliph and Imams (Part 9, p. 413). Explanatory hadiths further amplify this obligation (Khan & al-Hilali, 2000, Part 9, p. 78). An explanatory hadith provides greater clarity that Muslims must unite globally to establish Islamic monotheism throughout the world and if Muslims fail to establish Islamic Law as the governing worldwide legal structure “polytheism, wars, battles, killing, robbing...corruption and oppression” will be the consequences.” Furthermore this hadith quotes Muhammad stating, “when you Muslims are united (as one block) under a single...chief Muslim ruler [caliph], and a man comes up to disintegrate you and separate you into different groups, then kill that man.” Another hadith states, “it is a legal obligation...that there shall not be more than one...chief Muslim ruler for the whole Muslim world” and further elaborates on the negative consequences if a caliphate was not established (Part 2, pp. 316-317).

Sura 4:34 presents evidence that there is a hierarchal level of authority in Islamic Law and as communication flows downward, men have more worth than women and therefore Muslim women must be “devoutly obedient (to Allah and to their husbands),” and guard “what Allah orders them to guard (their chastity and their husband’s property)” (Part 1, p. 348). Another hadith amplifies this hierarchy and quoting Muhammad states,

The Imam (ruler) of the people is a guardian and is responsible for his *subjects* [italics added]; a man is the guardian of his family (household) and is responsible for his *subjects* [italics added]; a woman is the guardian of her husband’s home



and his children and is responsible for them; and the slave of a man is a guardian of his master's property and responsible for it. (Part 2, p. 197)

Another hadith quoting Muhammad proves that Imams are “appointed” as Islamic leaders and must be obeyed (Part 2, p. 60). Two hadiths quote Muhammad as teaching that to disobey Muhammad would be to disobey Allah; to disobey an Islamic leader would be to disobey Muhammad; and that Imams are Islamic rulers and must be obeyed (Part 2, pp. 96-97). Evidence indicates Muslims would be punished if they failed to obey their Imams (Explanatory note, Part 2, p. 284). Islamic propagation of slavery is evident in Suras 17:53; 17: 65; and 39:10 including utilizing the term as a construct to help Muslims understand the type of obligation they have as followers of Muhammad and their Islamic leaders (Imams) appointed over them (Part 4, pp. 195-196, 210-211, Part 7, p. 64).

*Leading attributes: organizational motivation.* There are 29 data points (Table 22) on organizational motivation. A hadith quotes Muhammad as teaching that Paradise is the reward for Muslims if they believe in Muhammad (and Allah), perform the required Islamic prayers, and “fast...[during] the month of Ramadan” (Part 2, p. 453). Sura 9:111 and a hadith indicate that eternal “Paradise” is the organizational reward Muslims receive if they are “killed in *Jihad* in Allah’s Cause” while non-believers “will go to (hell) fire” (Part 1, p. 289; Part 2, p. 446). Sura 3:157 supports this hadith stating, “if you are killed or die in the way of Allah, forgiveness and mercy from Allah are far better than all that they amass (of worldly wealth) (Part 1, p. 297). Sura 4:74, discusses the rewards for fighting in the Cause of Allah. A hadith quotes Muhammad as saying,

‘I would certainly never remain behind any...army unit going out for *Jihad* in Allah’s Cause...I would love to be martyred in Allah’s Cause and then come back

to life and then get martyred, and then come back to life again then get martyred and then come back to life again and then get martyred.’ (Part 1, p. 311)

An appendix on “The Call to *Jihad* (Holy Fighting for Allah’s Cause) in the Qur’an,” written by the Chief Justice of Saudi Arabia, discusses at length the rewards Muslims receive for participating in jihad. “Allah ordained *Al-Jihad* (the holy fighting for Allah’s Cause)...with the heart (intentions for feelings)...with the hand (weapons, etc)...[and] with the tongue (speeches, etc., in the Cause of Allah) (Part 9, p. 459). The appendix instructs Muslims that the “prize” of Paradise awaits those who “sacrifice their lives and properties for His Cause” and furthermore, lists 10 assurances from Allah that Muslims will be in Paradise if they participate and die conducting jihad against non-believers (Part 9, p. 465). This section also states,

The Verses of the Qur’an and the *Sunna* (the Prophet’s legal ways, orders) exhort Muslims greatly to take part in *Jihad* and have made quite clear its rewards, and praised greatly those who perform *Jihad*...and explained to them various kinds of honors which they will receive from...Allah.” (Part 9, p. 462)

Muslims who are killed while conducting jihad receive the highest rewards that Paradise has to offer. It is also “the best thing that one can volunteer for.” Furthermore, Islamic scholars “unanimously agree that *Jihad* is superior to *Hajj* and (fasting) as mentioned in the Qur’an and Prophet’s *Sunna*” and “the benefits of *Jihad*...are extensive and comprehensive.” In response to a question concerning deeds that are equal to or better for Muslims than fighting in jihad, Muhammad responded that there were no deeds of equal importance to jihad (Part 9, pp. 466-468). Muslims who conduct jihad are even considered superior to Muslims who do not fight non-believers. Guarding Islam “with...weapons” is another action where Muslims receive rewards in addition to fighting non-believers and accomplishing good deeds (Part 9, pp. 462-464). There is an

explanatory note, based on Muhammad’s teaching, that instructs Muslims if they “have the intention to participate in Jihad” even though they are not called, that this “intention has the same reward as that of *Jihad* itself (Part 2, p. 339).

This appendix also demonstrates the negative consequences Muslims face individually and as a nation if they abandon jihad. Individually, they would be labeled as hypocrites and receive a “horrible punishment.” As a nation, “there are many Verses of the Qur’an...that threaten the Muslim nation if they give up *Jihad*” (Part 9, p. 469). Sura 9:39 is one of the verses that demonstrates the negative consequence to the Islamic nation if they fail to conduct jihad. An explanatory note further clarifies the negative consequences of abandoning jihad for the Islamic nation. It states that Islam is “propagated” by “Jihad...and by abandoning it...there is the destruction of Islam and its people (Muslims), with the loss of honor and their country and a severe decline in their rule and kingdom” (Part 2, p. 253). Yet another note teaches that unless “Muslims of the whole world” become joined “as one united block” to spread Islam, “there will be...polytheism, wars, battles, killing, robbing, a great mischief, corruption and oppression) (Part 2, p. 316).

Sura 4:57 demonstrates that Muslims are also rewarded with Paradise if they “believe in the...Islamic Monotheism and do deeds of righteousness” (Part 1, p. 363). Suras 4:122 and 5:9-11 replicate this motivation while Sura 4:141 shows Muslims that non-Muslims can never be admitted into Paradise; that this reward is designated only for Muslims. Sura 4:69 discusses the reward of eternal Paradise if Muslims obey Muhammad (Part 1, pp. 374, 422-423, 479).

A hadith provides motivation for Muslims to remain in Islam. It authorizes the killing of Muslims who leave the faith (Part 1, p. 301). Sura 4:89 provides similar motivation to remain in Islam directing Muslims who “turn their back (from Islam), take (hold of) them and kill them wherever you find them” (Part 1, p. 383). A different hadith elaborates on the rewards Muslims receive if they kill ex-Muslims stating, “there will be a reward for their killers on the Day of Resurrection” (Part 1, p. 436). Suras 3:161-162 discuss the legal distribution of war booty to benefit Islamic leaders and Muslims (Part 1, pp. 301-304).

*Leading attributes: organizational decision-making attributes.* There are 29 data points (Table 22) providing evidence of organizational decision-making attributes in the primary translation of the Qur’an. Muslims are obligated “to listen and obey (the order of...Muslim ruler[s] whether [they] like it or not, providing the orders adhere to Shari‘a (Part 2, p. 98). A hadith indicates that giving the “*Bai’a* (pledge)” to Islamic leaders inhibits organizational decision making whereby Muslims pledge not to disobey Muhammad, including his teachings regarding Islam and Islamic Law; and not to disobey Islamic leaders in their interpretation of Muhammad’s teachings and their interpretation of Islamic Law (Part 1, p. 490). Another hadith does not give Muslims any decision-making leeway regarding the requirement to kill non-Muslims who “wage war against Allah or His Messenger”; nor does it provide any room for interpretation regarding the meaning of waging war against Islam, which means to “reject faith in” Allah (Part 1, pp. 492-493).

Hadiths indicate that decision-making authority to spread Islam through peaceful means is inhibited and hinder Muslims’ free choice to respect non-Muslims stating that

“evil-doers” are to be hated (Part 1, p. 510). Three hadiths substantiate this claim by directing Muslims to “go forth “immediately... when ...called...for Jihad...by Muslim rulers” (Part 2, p. 339). Sura 8:45 directs Muslims to take a “firm stand against” non-Muslims and Sura 8:60 enjoins Muslims to prepare for war against non-Muslim countries using all available military “power” possible, including “tanks, planes, missiles, and artillery to threaten” their enemies (Part 2, pp. 282, 293).

Lasting peace is not allowed. (Part 2, pp. 282, 293). Suras 9:5 and 4:89 give instructions for Muslims to “kill” non-Muslims “wherever” they are found, to “capture them and besiege them, and lie in wait for them in every ambush” (Part 1, p. 383; Part 2, p. 322). Sura 9:36 directs Muslims to “fight against the...polytheists, pagans, idolaters [and] disbelievers” (Part 2, p. 367). An explanatory note corroborates this evidence by stating, “Islamic Holy War in Allah’s Cause...with a large number of Muslims... equipped with latest modern weapons...is placed at the top in Islam, and is one of its pillars. Islam cannot be established except with Jihad and with it is made...superior” (Part 2, p. 253). The only way war and killing can be avoided and peace established, according to Sura 9:11, is if non-Muslims accept Islam and recite the confessions of a Muslim (Part2, p. 326). Sura 9:29 commands Muslims to fight non-Muslims and this verse abrogates Sura 2:109 which previously commanded Muslims to “forgive and overlook” when “Jews and Christians” attempted to evangelize Muslims (Part 1, pp. 65; Part 2, p. 347).

Enmity for non-Muslims, especially for Christian and Jews pervades the suras, notes, and hadiths. One hadith quotes Muhammad as proof that Jews must be fought; that Muslims will be victorious over the Jews, and to “kill” Jews” (Part 2, p. 352).

Muhammad's final words just before he died further endorsed this hostility. Immediately prior to his death Muhammad said, "May Allahs Curse be on the Jews and the Christians" (Part 9, p. 78).

*Leading attributes: barriers to organizational decision-making attributes.* There are six data points (Table 22) that demonstrate the barriers to decision making. Sura 4:89 prohibits Muslims to take as friends ex Muslims who have left Islam; rather, this sura directs Muslims to "kill [ex Muslims] wherever" they are found" (Part 1, p. 383). Quoting Muhammad, two hadiths severely restrict Muslims' ability to ask questions regarding interpretations of their faith, when speaking with their Imams. Muhammad stated, "and Allah hates you...[if you] ask too many questions (in disputed religious matters)" (Part 1, p. 112; Part 9, p. 105). A lengthy note explicates that only religious scholars have the ability to understand Shari'a (Part 4, p. 359). An appendix on jihad orders Muslims to fight non-Muslims and prohibits them from making peace or "to suspend hostilities against [non-Muslims] for an unlimited period while [Muslims] are...able to fight against...non-Muslims" (Part 9, p. 461).

Muslims are also cautioned in Sura 9:79 of the punishment they will receive if they do not contribute "charity" or financial assistance to those fighting in jihad (Part 2, p. 410). Sura 9:119 advocates a simple injunction for Muslims to fear Allah and by implication Muhammad and other Islamic leaders (Part 1, p. 119). A hadith informs of the consequences of failing to obey Muhammad and by extension, Imams stating that they would be "killed and ruined...completely (Part 3, p. 43).

Table 23. Leading attributes matrix 2 for “P” translation continued

Internal Organizational Systems Attributes	
1.4. Sources of Power	
1.4.1. Coercive	{Begin P1: 3:85[O1]; Hp436[O1] End P1}; {Begin P2: Np285[O1]; 8:52[O6]; 8:54[O1]; 8:55[O1]; 8:57[O1]; 9:3[O1]; 9:39[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; Hp450[O1]; 9:119[O1]; End P2}; {Begin P3: Hap43[O1] End P3}; {No evidence in P4, P5, P6}; {Begin P7: 39:16[O1] End P7}; {No evidence in P8, P9}
1.4.2. Expert	{Begin P1: 4:170[O1]; Hp475[O1] End P1}; {Begin P2: 7:62[O1] End P2}; {No evidence in P3, P4, P5, P6, P7, P8, P9}
1.4.3. Legitimate	{Begin P1: 5:48[O1]; Hp508[O1]; 5:49[O1]; Hp515[O1]; 5:99[O1]; End P1}; {Begin P2: Np7[O1]; 6:14[O1]; Hp15[O1]; Np46[O1]; Hp60[O1]; 6:90[O1]; Hap97[O1]; Hbp97[O1]; Hcp98[O1]; Np144[O1]; 7:157[O1]; 7:158[O1]; Hp225[O1]; 8:20[O1]; Hp261[O1]; Hp270[O1]; Hp437[O1]; 9:128[O1]; Hp485[O1]; End P2}; {Begin P3: Hp39[O6]; Hbp43[O1]; Np87[O1]; Nap93[O1]; Nbp93[O1]; Np112[O1]; 3:31[O1]; Np266[O1]; 13:30[O1]; 13:37[O1]; Nap298[O1]; Nbp298[O1]; Nbp298[O1]; Ncp298[O1]; Ndp298[O1]; 14:52[O1]; Hp333[O1]; End P3}; {Begin P4: 16:44[O1]; Hp227[O1]; Hap251[O1]; Hbp251[O1]; Hcp252[O1]; 19:30[O1] End P4}; {Begin P5: Hp69[O1]; Hbp90[O1]; 22:16[O1]; 22:78[O1]; 24:46[O1]; 24:48[O1]; 24:51[O1]; 25:1[O1]; 25:6[O1]; Hp328[O1]; 26:108[O1]; 26:110[O1]; 26:125[O1]; 26:126[O1]; 26:131[O1]; 26:144[O1]; 26:150[O1]; 26:163[O1]; 27:79[O1]; Nbp448[O1]; Ncp448[O1]; 28:2[O1]; 28:85[O1] End P5}; {Begin P6: Hp22[O1]; Np39[O1]; 30:26[O1]; Hp296[O1]; Hp382[O1]; 36:3[O1] End P6}; {Begin P7: 39:2:[O1]; 39:12[O1]; 39:33[O1]; Np212[O1]; 42:13[O1]; 42:16[O1]; 43:78[O1]; 45:6[O1]; 46:31[O1]; 47:33[O2]; 48:28[O1]; 48:29[O1]; 49:7[O1] End P7}; {Begin P8: 57:7[O1]; 58:5[O1]; 61:9[O1]; 62:2[O1]; 64:8[O1]; 64:12[O1]; 65:11[O1]; 69:51[O1] End P8}; {Begin P9: Hp27[O1]; 73:15[O1]; Hp78[O1]; 76:23[O1]; 78:2[O1]; 79:45[O1]; 80:7[O1]; 81:19[O1]; 81:22[O1]; 88:21[O1]; Dbp413[O1]; Dp431[O1]; Nap434[O1]; Nbp434[O1]; Np436[O1]; Np438[O1]; Np459[O1] End P9}
1.4.4. Reward	{Begin P2: Hp182[O1]; Hp188[O1]; Np253[O1]; Np263[O1]; 8:41[O1]; Np277[O1]; 9:20[O1]; Hap335[O1]; Hp340[O1]; 9:38[O1]; 9:44[O1]; Hp383[O1]; 9:49[O1]; 9:52[O1]; Hp389[O1]; 9:56[O1]; 9:72[O1]; Hap370[O1]; Hbp370[O1]; Hp405[O1]; 9:88[O1]; Hap419[O1]; Hbp419[O1]; Hcp419[O1]; Hcp419[O1]; 9:93[O1]; 9:100[O1]; Hp436[O1]; Hp442[O1]; 9:111[O1]; Np448[O1]; Hb448[O1]; Ha449[O1]; Hb449[O1]; Hap453[O1]; Hbp453[O1]; Hp476[O1]; Hp477[O2]; 9:128[O1]; Hp485[O1]; Hp288[O1] End P2}; {Begin P3: 14:2[O1]; Hp293[O1]; 14:23[O1] End P3}; {Begin P4: Hp355[O1]; Hp412[O1] End P4}; {Begin P5: 22:14[O1] End P5}; {No evidence in P6, P7: 44:54[O1] End P7}; {Begin P8: 52:17[O1]; 52:20[O1]; Np38[O1]; 52:23[O1]; 56:12-23[O1]; 57:7[O1] End P8}; {Begin P9: Hp148[O1]; Np459[O1] End P9}
1.4.5. Referent	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix 1: See Table 6 for the data codes.

*Leading attributes: expert sources of power attributes.* There are three data points (Table 27) substantiating the expert leadership power attribute inherent in Islamic Law. Sura 4:170 explains that Muhammad was God’s messenger and that Muslims are required to believe in him (Part 1, p. 455). A hadith explains Muhammad’s words that God gave him five things given to no other human being including “the earth” which was made for Muslims “as a thing to purify” (Part 1, p. 475). Muhammad further explains in Sura 7:62 that he knew information given directly to him from Allah was given to no other human being (Part 2, p. 187).

*Leading attributes: legitimate sources of power.* There are 113 data points (Table 23) demonstrating legitimate sources of power attributes integrated into Shari‘a. An introductory note for Sura 11 reminds Muslims that they are obligated to believe that Muhammad was God’s messenger (Part 3, p. 112). Sura 5:99 and 13:30 show that Muhammad was God’s legitimate messenger (Part 1, p. 559; Part 3, p. 278) while Suras 6:14, 7:158, and 39:16 instruct Muhammad to tell Muslims the he was “commanded [by God] to be the first of those who submit themselves to Allah (as Muslims)” (Part 2, p. 11, p. 224; Part 7, p. 69).

Two hadiths quoting Muhammad verify the legitimate authority that Imams, and by implication, all Islamic leaders, have over Muslims (Part 2, pp. 60, 97). A third hadith quotes Muhammad explicitly stating that Muslim rulers (Imams) must be obeyed; to do otherwise would be disobeying Muhammad and Allah (Part 2, p. 99); and Sura 8:20 enjoins Muslims to obey Muhammad (Part 2, p. 261). Another hadith tells Muslims that “religious scholars are the inheritors of the Prophets” and only they “have knowledge among [God’s] slaves” (Part 6, p. 39).



A hadith supports the efficacy of following Islamic Law as the legitimate legal structure and simultaneously proscribes introducing anything new into Islam (Part 2, p. 15). Another hadith corroborates the legitimacy of Islamic Law, Muhammad's supremacy, and the proscription against introducing new ideas into Islam (Part 3, pp. 44-45). Sura 3:31 commands Muhammad to instruct Muslims to follow Muhammad, the teachings in the Qur'an, and the suna, Muhammad's legal ways (Part 3, p. 225) and a hadith supports this injunction (Part 2, p. 144).

Suras 5:48-49, 13:37, and 22:16 instruct Muslims that the Qur'an was sent to Muhammad and he was to judge based on the "prescribed...law." A hadith supports these suras stating that Muhammad will base his judgments on Shari'a (Part 1, pp. 506-508; Part 3, p. 285; Part 5, p. 93). Sura 9:128 teaches that Muhammad has the authority to "pardon and forgive...sins" so Muslims may enter Paradise (Part 2, p. 480).

Sura 48:28 explicates that Islam is "superior to all religions" (Part 7, p. 465) while a hadith quoting Muhammad displays his legitimate authority to fight non-Muslims. He stated, "I have been ordered (by Allah) to fight against the people till they testify that...none has the right to be worshiped by Allah and that Muhammad is the Messenger of God" (Part 3, p. 285). Sura 14:52 warns and instructs all people throughout the world that they must follow Islam's precepts (Part 3, p. 332). A hadith gives Muhammad the legitimate authority to warn all the nations that they must convert to Islam or face punishment (Part 5, p. 69) which supports the meaning of Sura 48:8 that has the same message with less clarity (Part 7, p. 423). Sura 48:29 provides the authority for Muhammad and Muslims to be "severe [in their punishments] against non-believers (Part 7, p. 469). Sura 61:9 instructs Muslims "to make...Islamic Monotheism...victorious of

all other religions” over the objections of non-Muslims (Part 8, p. 282). Finally, an expansive appendix on jihad provides the legitimacy for Muslims to conduct jihad and using weapons of war to establish Islamic monotheism (Part 9, p. 459).

*Leading attributes: reward powers.* There are 57 data points (Table 23) substantiating the reward power attributes embedded in Islamic Law. According to one hadith, Muhammad’s authority allowed him to guarantee that Muslims who died conducting Jihad, and thus became martyrs, would receive Paradise as their reward (Part 2, p. 182) while another hadith assigns this guarantee to Allah (Part 2, p. 389). Sura 8:24 informs Muslims that when they are “called” by their Islamic leaders, that this means they are being asked to participate in jihad, and if they are killed, they will be rewarded with eternal life in Paradise. Two hadiths amplify and support the meaning of this sura (Part 2, pp. 262-263; Part 4, p. 355). Sura 9:111 further explains this reward was binding and Paradise is the reward for Muslim martyrs who are killed when fighting non-Muslims (Part 2, p. 446). An explanatory note clarifies that jihad warrants the highest reward for Muslims (Part 2, p. 448).

A hadith explains that if Muslims are not killed during jihad, they will be rewarded with their share of war booty (Part 2, p. 452). Islamic leaders (Imams) have the authority to distribute war booty to Muslims that was obtained from conquering people during jihad, according to Sura 8:41. An explanatory note corroborates this sura by quoting Muhammad, who said, “I am a distributor and a treasurer” The note further explains that according to Shari‘a, one-fifth of the war booty belongs to Muhammad and the remainder distributed to Muslims (Part 2, p. 277).

Sura 9:128 gives Muhammad the reward power of forgiving Muslims of their sins (Part 2, p. 480). In addition, another hadith explains that Muslims who obey Muhammad “will enter Paradise” (Part 3, p. 293). Muhammad further amplified the reward power he held by stating, “I have nothing to give but Paradise as a reward to my slave [meaning Muslims], a true believer of Islamic Monotheism” (Part 4, p. 412). Muhammad not only taught that Muslims would enter Paradise (Sura 52:17) but an explanatory note expanded stating that Muslim men would be married to “very fair females created by Allah called “*Hur*” (Part 8, p. 38), which Suras 44:54 and 52:20 (Part 7, pp. 312; Part 8, p. 38) confirmed . Furthermore, drinking wine would be legal (Sura 52:23; Part 8, p. 39) and Muslims would receive many rewards in Paradise (Sura 56:12-23; Part 8, pp. 136-139).

Two hadiths further explain that every Muslim man would “have two wives from the *Hur* (who will be so beautiful, pure and transparent that) the marrow of the bones of their legs will be seen through the bones and the flesh” (Part 8, pp. 138-139). In addition, if Muslim men are killed when conducting jihad, they are taught that part of their reward will be sexual intercourse with virgins. Moreover, these potential martyrs are told that they will receive the gift of permanent erections and their virgins, once deflowered, remain perpetual virgins, forever (Part 2).

*Planning attributes.* There are 187 data points (Table 24) that demonstrate the organizational attribute of “planning” in Islamic Law; 33% of the planning attributes evidence from this translation is in explanatory hadiths and notes that illuminated the meaning and intent of the 114 suras and the more than 6,200 verses of the Qur’an. Evidence of planning attributes found are “organizational vision” (45 data points);

“organizational mission” (124 data points); “strategic goals” (8 data points); and, “strategic objectives” (10 data points).

*Planning attributes: organizational vision.* There are 45 data points (Table 24) that attest to the organizational vision attributes in Islamic Law. Two elements of an Islamic organizational vision uncovered are: Muhammad was sent as a Prophet to all mankind to establish Islamic Monotheism; and Muslims must fight against non-Muslims until they testify that none has the right to be worshiped but Allah and subsequently, all countries are governed by Islamic Law.

Establishing Islamic Monotheism is the primary organizational vision discovered. Sura 4:47 and its accompanying note demonstrate the organizational vision of establishing Islamic Law in all countries. The note stipulates, “this verse [Sura 4:47] is a severe warning to the Jews and Christians that they must believe in Allah’s Messenger Muhammad and in his Message of Islamic Monotheism and in this Qur’an” (Part 1, p. 359). A later note on *Jizya*... [the] “tax imposed on non-Muslims” whose choose not to convert to Islam elaborates that “all people will be required to embrace Islam and there will be no other alternative” (Part 1, p. 445).

Table 24. Planning attributes matrix for “P” translation

Internal Organizational Systems Attributes	
<b>2. Planning</b>	
2.1. Vision	{Begin P1: 4:47[O1]; Nbp359[O1]; 4:146[O1]; Np445[O1]; Hp475[O1]; 5:16[O1]; Np537[O1] End P1}; {Begin P2: Hp9[O1]; Np9[O1]; Hp134[O1]; Np273[O1]; Hp276[O1]; 9:33[O1]; End P2}; {Begin P3: Hp22[O1]; Hp60[O1] End P3}; {Begin P4: Hp90[O1]; 17:105[O1] End P4}; {Begin P5: Np16[O1] End P5}; {Begin P6: Hp44[O1]; 36:61[O1] End P6}; {Begin P7: 39:66[O1]; Np200[O1]; 42:13[O1]; 42:52[O1]; 43:29[O1]; 44:8[O1]; 46:27[O1]; 47:4[O1]; 47:19[O1]; 48:28[O1]; Np465[O1] End P7}; {Begin P8: 60:1[O5]; Hp277[O1]; 61:9[O1] End P8}; {Begin P9: Hp27[O1]; 103:3[O1]; Ddp416[O1]; Dap422[O1]; Dbp422[O1]; Dp431[O1]; Np436[O1]; Np438[O1]; NP444[O1]; Np459[O1] End P9}
2.2. Mission	{Begin P1: Hp475[O1] End P1}; {Begin P2: 8:38[O1]; 8:39[O1]; Hap275[O1]; Hbp275[O1]; Hp276[O1]; 8:65[O1] End P2}; {No evidence in P3}; {Begin P4: Hp12[O1]; 16:44[O1]; 16:64[O1]; Hp90[O1]; Hp152[O1]; 17:16[O1]; Hp261[O1]; Hp357[O1]; 19:97[O1]; 19:98[O1] End P4}; {Begin P5: 21:9[O1]; 21:11[O1]; 21:15[O1]; Np18[O1]; Np55[O1]; Hp69[O1]; 21:109[O1]; Hp133[O1]; 22:49[O1]; 22:78[O1]; 23:90[O1]; Hp218[O1]; 24:54[O1]; 25:1[O1]; Hp323[O1]; 25:56[O1]; 26:107[O1]; 26:115[O1]; 26:125[O1]; 26:126[O1]; 26:131[O1]; 26:143[O1]; 26:144[O1]; 26:150[O1]; 26:162[O1]; 26:163[O1]; 26:178[O1]; 26:208[O1]; 26:214[O1]; Hp410[O1]; 27:58[O1]; Nap448[O1]; Ndp448[O1]; 28:85[O1] End P5}; {Begin P6: 29:18[O1]; 29:46[O1]; 30:16[O1]; 30:47[O1]; 30:58[O1]; 30:60[O1]; 31:7[O1]; 32:3[O1]; 33:2[O1]; 33:16[O1]; 33:40[O1]; 33:73[O1]; 35:23[O1]; 35:24[O1]; 36:3[O1]; 36:6[O1]; 36:70[O1]; 37:72[O1] End P6}; {Begin P7: 38:65[O1]; 38:70[O1]; 39:33[O1]; 39:41[O1]; 40:18[O1]; 40:66[O1 & O5]; 40:83[O1]; 41:6[O1]; 41:13[O1]; 42:7[O1]; 42:10[O1]; 42:15[O1]; 42:48[O1]; 42:52[O1]; 43:29[O1]; 45:8[O1]; 45:14[O1]; 46:4[O1]; 46:12[O1]; 47:4[O1]; 50:45[O1] End P7}; {Begin P8: 51:50[O1]; 51:51[O1]; 51:55[O1]; 53:56[O1]; 54:16[O1]; 54:39[O1]; 57:8[O1]; 57:9[O1]; 61:9[O1]; 64:12[O1] End P8}; {Begin P9: 71:2[O1]; Hp27[O1]; 72:23[O1]; 73:15[O1]; 74:1[O1]; 76:24[O1]; 79:45[O1]; 80:7[O1]; 86:17[O1]; 87:9[O1]; 88:21[O1]; 109:1[O1]; 109:2[O1]; 109:3[O1]; 109:4[O1]; 109:5[O1]; 109:6[O1]; 110:2[O1]; Hp385[O1]; Hp391[O1]; Nap434[O1]; Nbp434[O3]; Np436[O1]; Np459[O1] End P9}
<b>2.3. Strategic Planning</b>	
2.3.1. Strategic Goals	{No evidence in P1}; {Begin P2: 8:38[O1]; 8:39[O1]; Np273[O1]; Hap275[O1] End P2}; {No evidence in P3}; {Begin P4: 16:9[O1]; Np9[O1]; 16:36[O1] End P4}; {No evidence in P5, P6, P7, P8, P9}
2.3.2. Strategic Objectives	{Begin P3: Hp126[O1] End P3}; {Begin P4: 16:82[O1]; Hp152[O1]; Hp357[O1] End P4}; {No evidence in P5, P6}; {Begin P7: 41:17[O1]; 47:4 [O1] End P7}; {Begin P8: Hp220[O1]; 59:6[O1]; 59:7[O1]; Np227[O1] End P8}; {Begin P9: Np459[O1] End P9}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Based on a hadith from Muhammad's words, two of the five things Muhammad claimed were given to him by God not given to other prophets were: first, the world was made for Muhammad so he could "purify" it and establish Islamic monotheism; and second, he was sent to all mankind (Part 1, p. 475). Sura 5:16 and an explanatory hadith for Sura 6 corroborate the vision of Islamic monotheism (Part 1, p. 482; Part 2, p. 134). The explanatory hadith quotes Muhammad as saying that he was "sent...[to establish] Islamic Monotheism (Part 2, p. 134). Another hadith provides further corroboration and quotes Muhammad as saying Jesus will descend to earth, become the Muslim leader, "break the cross and kill the pigs [Jews] and abolish *Jizya*"; and a supporting note adds that after abolishing the non-Muslim poll tax, that "all mankind will be required to embrace Islam with no other alternative" (Part 2, p. 9). A note provides additional support that establishing worldwide Islamic Monotheism is the Islamic organizational vision (Part 2, p. 273).

Suras 9:33 and 48:28 demonstrate the superiority of Islam over all other religions (Part 2, p. 362; Part 7, p. 465) and there is one hadith that claims all humans are born believing in Islamic Monotheism until their parents convert them to another religion (Part 3, p. 22). Sura 61:9 states that Islam will be "victorious over all (other) religions" (Part 8, p. 282). While addressing an assembly of Jews, Muhammad told the Jews that if they embraced Islam, they would be safe from the Muslims. Furthermore, he said, "you should know that the earth belongs to Allah and His Messenger" (Part 4, p. 90). Suras 17:105, 36:61, 42:13, 42:52, and 46:27 substantiate the vision of establishing Islamic Monotheism throughout the world (Part 4, p. 253; Part 6, p. 422; Part 7, pp. 220, 257,

361). A note to Sura 41:41 even states that “everyone is obliged to believe in the miracles of [the] Qur’an” (Part 7, pp. 200, 220).

*Planning attributes: organizational mission.* There are 124 data points (Table 24) that demonstrate organizational mission attributes in Islamic Law. Three primary missions uncovered are: purify the earth to allow Islam to flourish in all countries; warn non-Muslims to convert to Islam or receive punishment; and fight non-Muslims until they convert to Islam; First, Sura 42:52 describes Muhammad as a “guiding light” for all “mankind” to convert to Islam; Sura 57:9 depicts Muhammad as bringing the world “out from darkness into light” (Part 7, pp. 174, 257). A hadith records Muhammad as saying that all “mankind” will be judged by Islamic Law and the Jews will be killed (Part 2, p. 275). Suras 16:44, 16:64, and 42:48 explain that Muhammad’s mission was to convert disbelievers throughout the world (Part 4, p. 30; Part 7, p. 246) while Suras 28:85 and 30:60 direct Muhammad to “preach” the Islamic “laws” embedded in the in the Qur’an (Part 5, p. 488; Part 6, p. 127). Sura 36:3 identifies Muhammad as a Messenger of God (Part 6, p. 393) and a succeeding verse (Sura 36:6) provides the message that he needed to “warn...people” of the consequences of not becoming Muslim (Part 6, p. 394).

Evidence of a second mission is that Muslims must warn non-Muslims to convert to Islam or receive punishment. Sura 74, the first sura revealed to Muhammad, advised him he was sent to warn non-Muslims to convert to Islam (Part 9, Sura 74:2, p. 84). Multiple additional suras including Suras 19:97, 22:49, 22:78, 24:54 25:1, 25:56, 29:18, 32:3 37:72, 40:18, 51:50, 51:51, 53:56, 79:45, 80:7, and 109:1 directed Muhammad to warn non-Muslims that they must join Islam (Part 4, p. 425; Part 5, pp. 135, 154, 293, 306, 347; Part 6, pp. 17, 180, 213, 457; Part 7, p. 137; Part 8, pp. 14, 88; Part 9, pp. 185,

187, 383) while Sura 8:38 warns non-Muslims that if they convert to Islam, they will be “forgiven” but if they return to their previous religions, they will be punished (Part 2, p. 273). Sura 48:8 and an accompanying hadith support Muhammad’s mission to warn disbelievers (Part 5, p. 69; Part 7, p. 423); and Suras 30:16, 31:7, and 45:8 discuss the “torment” non-Muslims will receive if they reject the call to Islam (Part 6, pp. 82, 135; Part 7, p. 321). Sura 21:109 defines warning as “a notice of war” (Part 5, p. 70) while Sura 26:208 explicates that, “never did We destroy a township but it had its warners” (Part 5, p. 405). Sura 27:58 declares, “We rained down on them a rain (of stones). So, evil was the rain of those who were warned” (Part 5, p. 432).

Muhammad was quoted in a hadith as saying, “I am a plain warner to you of a coming severe punishment” (Part 9, p. 391). Sura 33:73 explains how “men and women who are...disbelievers in...Islamic Monotheism...and Muhammad...will be punished”; and Suras 36:70 and 45:14 support this message (Part 6, pp. 303, 429; Part 7, p. 324). A hadith illuminating the meaning of Sura 39:41 discusses how non-Muslims will be “dwellers of the (Hell) fire” if they failed to convert to Islam (Part 7, p. 98) and Suras 42:7 and 72:23 provide the same message (Part 7, p. 214; Part 9, p. 63).

Hadiths also document Muhammad’s orders to his military leaders that they must first “invite” their enemies to enter Islam before the enemies were attacked (Part 4, p. 357). Sura 17:16 states that after a town was warned and it refused to convert to Islam, the Muslim army would “destroy it with complete destruction (Part 4, p. 153). Suras 21:9 and 21:11 provide evidence that Muslims are allowed to destroy non-Muslim populations that refuse to convert to Islam. Sura 21:15 is more explicit. It states, “And that cry of theirs ceased not, till We made them as a field that is reaped, extinct (dead)” (Part 4, pp.



8-9). Sura 26:120 states, “Then We drowned the rest (disbelievers) thereafter” (Part 5, p. 396).

Evidence of a third organizational mission is that Muslims are commanded to fight non-Muslims until they convert to Islam and testify that none has the right to be worshiped but Allah. As recorded in multiple hadiths, Muhammad stated, “I have been ordered (by Allah) to fight against the people till they testify that...none has the right to be worshipped but Allah and that Muhammad is the Messenger of Allah” (Part 2, p. 275; Part 4, p. 261; Part 5, pp. 18, 323). Sura 61:9 advises Muslims that they will “make...Islamic Monotheism...victorious over all (other) religions” (Part 8, p. 282). Sura 8:39 directs Muslims to “fight them [non-Muslims] until there is no more...disbelief” meaning all other religions are abolished (Part 2, p. 273). After Muhammad’s death, another hadith establishes the legal authority to fight against ex-Muslims. The first Caliph, Abu Bakr, fought against ex-Muslims who reverted to their previous faiths, citing Muhammad’s words as legal proof that it was required (Part 4, p. 12).

Sura 8:65 commands Muhammad to “urge...[Muslims] to fight (Part 2, p. 295) and Sura 22:78 advises Muslims to fight “hard in Allah’s Cause” which means to fight hard when conducting jihad against non-Muslims (Part 5, p. 154). Sura 47:4 orders Muslims “to continue in carrying out *Jihad* against disbelievers till they embrace Islam and are saved from the Hell fire.” This Sura also states that when fighting non-Muslims “in Allah’s Cause” the Muslims should “smite...[the] necks [of non-Muslims], kill and wound a great number of them and take the rest “as captives” or slaves (Part 7, p. 376).

Sura 110:2 provides Muslims insight into the success they will have fighting non-Muslims and a supporting hadith explains this sura by stating, “it indicates the future

conquest of towns and palaces (by Muslims)''' (Part 9, p. 385). Finally, a concluding appendix on jihad explicitly states that Muhammad's "mission" was "inviting people to Allah" and that Muhammad conducted his "mission...for 13 years." In addition, Sura 17:15 states, "and We never punish until We have sent a...warning" (Part 9, p. 459).

*Planning attributes: strategic goals and objectives.* There are 8 data points (Table 24) that demonstrate attributes of organizational strategic goals and 10 data points (Table 24) that demonstrate attributes of organizational strategic objectives. Beginning with evidence of organizational strategic goals, Sura 8:38 and a supporting note to Sura 8:39, indicate that establishing Islamic monotheism is a strategic goal embedded of Islam (Part 2, p. 273). A hadith discussing Muhammad's mission of "fighting" non-Muslims until they convert to Islam is also evidence of Islam's strategic goal to establish one world religion (Part 2, p. 275). Sura 16:9 disguises the strategic goal of Islamic monotheism stating, "to explain the Straight Path." An explanatory note defines "Straight Path" as "Islamic Monotheism for mankind" This note further states, "to show them legal and illegal, good and evil things [according to Shari'a], so that whosoever accepts the guidance [and submits to Shari'a], it will be for his own benefit and whosoever goes astray, it will be for his own destruction" (Part 4, p. 9). Sura 16:36 provides further evidence that establishing Islam as the sole religion is a strategic goal (Part 4, p. 26).

Two hadiths discussing the Islamic requirement of offering the invitation to Islam before attacking also includes the financial objective of obtaining "Zakat" or mandatory Islamic charity from the people who convert to the Islamic faith (Part 3, p. 126, Part 4, p. 357) while another hadith contains a closely-related financial objective of receiving "Jizya" or poll tax on non-Muslims living in Muslim-ruled countries (Part 2, p. 9).

Obtaining “war booty” from conquered areas was a strategic objective evidenced by Muhammad’s words recorded in a hadith. He stated, “the booty has been made ...lawful to me yet it was not lawful to anyone else before me” (Part 4, p. 152). Suras 59:6-7 corroborate that receiving war “booty” is a strategic objective (Part 8, pp. 220-221).

A note explains that Muhammad utilized the financial profits from his military expeditions to “provide...[for] the yearly expenditure for his wives, and dedicate the rest of its revenues for purchasing arms and horses as war material to be used in Allah’s Cause [jihad]” (Part 8, p. 227). Another hadith clarifies that “war booty” included property and the people captured in battle. This hadith, based on an example from Muhammad’s battles explains, “He [Muhammad] then killed their men and distributed their women, children and property among the Muslims” (Part 8, p. 220). Turning captured people into slaves is how Muslims treated their captives. After ordering Muslims to conduct jihad and kill a large number of non-Muslims, Sura 47:4 exhorts Muslims to “take the rest” of the conquered people as slaves (Part 7, p. 376). This Sura also states that when fighting non-Muslims “in Allah’s Cause” the Muslims should “smite...[the] necks [of non-Muslims], kill and wound a great number of them and take the rest “as captives” or slaves (Part 7, p. 376).

*Organizing attributes.* There are 63 data points (Table 25) that demonstrate the organizational attribute of “organizing” in Islamic Law; 68% of the organizing attributes evidence in this translation was found in explanatory hadiths, notes, and definitions that illuminated the meaning and intent of the 114 suras and the more than 6,200 verses of the Qur’an. No evidence of divisional and matrix horizontal structures or functional, unity of command, and span of control vertical structures was found. Evidence of organizing

attributes are “departmental functional” (1 data point); “centralization of authority” (52 data points); “decentralization of authority” (3 data points); “delegation of authority” (5 data points); and “line authority” (2 data points).

*Organizing attributes: horizontal structure.* Sura 9:122 provides evidence that Muslim groups fighting non-Muslims are divided into departmental or functional groups: one group conducts the fighting while the other group receives religious instruction. The sura states,

It is not (proper) for the believers to go out to fight (*Jihad*) all together. Of every troop of them, a party only should go forth, that they (who are left behind) may get instructions in (Islamic) religion, and that they may warn their people when they return, so that they may beware of (evil). (Part 2, p. 477-478)

No other evidence of horizontal structure attributes was found.

*Organizing attributes: vertical structure.* Evidence of centralization of authority is the primary vertical structure attribute uncovered; however, some evidence pointed to the attributes of decentralization of authority, delegation of authority, and line authority. In the introduction section of the primary translation, there are two references (a hadith and a chapter note) that show absolute authority was vested in Muhammad and that Muslims are required to believe in and obey Muhammad (Part 1, p. 23). Nineteen suras including Suras 2:142, 2:186, 4:42, and 64:12 (Part 1, p. 84, 118, 355; Part 8, p. 325); and 33 associated explanatory hadiths and notes attest to this evidence (Part 1, pp. 71, 222, 305, 355-356, 359).

Table 25. Organizing attributes matrix for “P” translation

Internal Organizational Systems Attributes	
3. Organizing	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{No evidence in P1}; {Begin P2: 9:122[O1] End P2}; {No evidence in P3, P4, P5, P6, P7, P8, P9}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
3.1.2.2. Geographic	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
3.1.2.3. Product	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
3.1.3. Matrix	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority	{Begin P1: Hap23[O1]; 2:119[O1]; Hp71[O1]; 2:143[O6]; 2:186[O1]; Hp222[O1]; Hp222[O1]; Hp305[O1]; 4:42[O1]; Hp355[O1]; Hp356[O1]; Nap359[O1]; 4:59[O1]; Hap367[O1]; Hbp367[O1]; Hcp367[O1]; Hp369[O1]; Np370[O1]; Hp370[O1]; Hp371[O1]; 4:65[O1]; Hp378[O1]; 4:136[O1]; Hp477[O2] End P1}; {Begin P2: Hap98[O1]; Hbp98[O1]; Hcp98[O1]; Hp197[O1]; 8:46[O1]; Hp285[O1]; 8:73[O1]; Np316[O1]; Nap317[O1]; 9:41[O1]; Nb395[O1] End P2}; {Begin P3: Hp202[O1] End P3}; {Begin P4: Hbp68[O1]; Hp104[O1]; 17:53[O1]; 17:65[O1]; 17:96[O1]; Hcp252[O1] End P4}; {No evidence in P5, P6}; {Begin P7: Hp35[O1]; 39:10[O1]; 39:16[O1]; 39:41[O1]; 46:31[O1]; 47:33[O2]; 48:10[O1]; 48:17[O1] End P7}; {Begin P8: Hp274[O1]; 64:12[O1]; Hp326[O1] End P8}; {Begin P9: Hp78[O1]; Dbp413[O1]; Dbp421[O1]; Np459[O1] End P9}
3.2.1.2. Decentralization of Authority	{No evidence in P1, P2, P3, P4; P5, P6, P7}; {Begin P8: Hcp331[O2]; Hp332[O5]; Hp361[O1] End P8}; {No evidence in P9}
3.2.1.3. Delegation of Authority	{Begin P1: Hp477[O1] End P1}; {No evidence in P2, P3}; {Begin P4: Hp69[O1] End P4}; {No evidence in P5, P6, P7, P8}; {Begin P9: Dcp425[O1]; Dp429[O1]; Np459[O1]; End P9}
3.2.1.4. Line Authority	{No evidence in P1, P2, P3}; {Begin P4: Hp69[O1] End P4}; {No evidence in P5, P6, P7, P8}; {Begin P9: Dcp425[O1] End P9}
3.2.1.5. Functional	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
3.2.1.6. Unity of Command	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
3.2.1.7. Span of Control	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Hadiths and notes also stipulate that Muslim rulers must be obeyed which was equated to obeying Muhammad (Part 1, pp. 367-371, 378, 477). One hadith clearly adds that a “Muslim ruler orders people to” follow Islamic Law (Part 2, pp. 97-98). Another

hadith indicates that an “*Imam*...[as] ruler of the people is responsible for his subjects” (Part 2, p. 197). A hadith records Muhammad as saying, ““The *Imam* is (appointed) to be followed, so do not differ from him”” (Part 8, p. 274). One hadith explains that Imams have “authority over” Muslims and further clarifies that men are rulers of their families (Part 2, p. 202) while a different hadith describes women and children as slaves of Muslim men (Part 4, p. 104). Suras 17:53, 17:65, 17:96, 39:10, and 39:16 describe Muslims as slaves, providing further evidence that abject obedience to Islamic rulers is required (Part 4, pp. 195-196, 245; Part 7, pp. 64, 69) and a hadith declares “a Muslim had to listen to and obey (the order of his Muslim ruler) whether he likes it or not, as long as his orders” adhere to Islamic Law (Part 7, p. 35).

When Muhammad exacted a pledge of obedience (*Bai‘a*) from conquered people he stipulated they “were to listen and obey (the orders of a Muslim ruler)...and to be obedient...even if [the Muslim ruler]” treated them badly (Part 4, p. 68). Sura 8:73 directs Muslims throughout the world to follow only one Muslim ruler in order to institute Shari‘a as the governing law for all nations. A hadith further clarifies this sura and instructs Muslims to unite as one world-block, under a single caliph, to ensure victory over non-Muslims (Part 2, p. 316). Yet another hadith demonstrates that “it is a legal obligation” upon Muslims to have one caliph “for the whole Muslim world” (Part 2, p. 317).

Three hadiths provide the only evidence of decentralization of authority attributes. Muslim husbands are given the authority to determine if their wives can participate in optional fasting (Part 8, p. 331). Women are “not permitted” to allow other people into their homes unless without their husbands’ permission (Part 8, p. 332). The third hadith

demonstrates that Imams rule Muslims, men rule their families, and women “are responsible for...[their] husband’s house and his” children (Part 8, p. 361).

Five hadiths demonstrate delegation of authority attributes; and one hadith and a definition display line authority attributes. Two hadiths demonstrate that Muslim men could lead “a group of six persons” which simultaneously showed elements of line authority attributes (Part 1, p. 477; Part 4, p. 69). Islamic men designated as small-group leaders are called *Naqub* (Part 9, p. 425).

*Controlling attributes.* There are 893 data points (Tables 26-31) that demonstrate the organizational attribute of “controlling” in Islamic Law; 59% of the controlling attributes evidence from this translation is in the explanatory hadiths and notes that illuminated the meaning and intent of the 114 suras and the more than 6,200 verses of the Qur’an. Evidence of controlling attributes are “financial” (13 data points); “legal” (76 data points); “corporate aggressiveness” (98 data points); “artifacts” (46 data points); “behavioral patterns” (90 data points); “passiveness” (9 data points); “strong culture” (109 data points); “weak culture” (0 data points); “team orientation” (31 data points); “organizational values” (108 data points); and, “clan control” (112 data points).

*Controlling attributes: financial.* There are 13 data points providing evidence of organizational financial controls. Zakat or mandatory Islamic charity is the first evidence of a financial control discovered. Included in the definition of zakat is the statement that zakat is “one of the five pillars of Islam...and is the major economic means for establishing social justice and leading the Muslim society to prosperity and security (Part 9, p. 433). Paying zakat to Islamic rulers is a mandatory obligation on Muslims. Muhammad stated, “if they refuse to pay me...I would fight them for withholding it”

(Part 2, Hadith, p. 324). Sura 9:60 discusses the required distribution categories on where the proceeds of zakat are to be paid and a hadith apprizes that Imams have the responsibility “to supervise and check the work of the [zakat] collectors (Part 2, p. 395). Providing financial support to Muslims who are participating in jihad against non-Muslims is one of the authorized categories (Part 2, p. 394).

Table 26. Bureaucratic controlling attributes matrix for “P” translation

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
4.1.2. Financial	{See Note 2}; {Begin P2: Hbp324[O1]; 9:60[O1]; Np395[O1]; Hp395[O1] End P2}; {Begin P3: Np207[O1] End P3}; {No evidence in P4, P5, P6, P7, P8}; {Begin P9: Hp78[O1]; Np104[O1]; Dap415[O1]; Dap416[O1]; Ddp421[O1]; Dbp426[O1]; Dcp433[O1]; Np459[O1] End P9}
4.1.3. Legal	{Initiated this category after P1; P2 analysis}; {Begin P3: Hp44[O1]; Np97[O1]; Hp98[O1]; Np117[O1]; Np125[O1]; 11:112[O1]; Np220[O1]; Hp225[O1]; Hp264[O1]; Hp265[O1] End P3}; {Begin P4: Hp74[O1]; Hap181[O2]; Np186[O1]; 17:77[O1]; Hp252[O1]; Np252[O1]; Hp314[O1]; Hp348[O1] End P4}; {Begin P5: 21:45[O1]; Hp26[O1]; Hp28[O1]; 21:106[O1]; 24:1[O1]; 24:2[O1]; Hp225[O1]; Hap226[O1]; Hbp226[O1]; Hap228[O1]; Hap229[O1]; Hbp229[O1]; Hcp229[O1]; 24:3[O1]; 24:4[O1]; 24:6[O1]; Np275[O1]; Hp280[O1]; Hap281[O1]; Hbp281[O1]; 24:46[O1]; 24:60[O1]; 24:61[O1]; Hp328[O1]; Hp369[O1]; 28:85[O1] End P5}; {Begin P6: Np73[O1]; 35:43[O1] End P6}; {Begin P7: 38:22[O1]; Np241[O1]; Np242[O1]; 45:18[O1] End P7}; {Begin P8: 62:2[O1] End P8}; {Begin P9: Hp27[O1]; 85:19[O1]; 86:13[O1]; Hap252[O1]; Hbp252[O1]; Hap255[O1]; Dbp412[O1]; Dap413[O5]; Dbp413[O1]; Dp414[O1]; Dbp415[O1]; Dcp416[O1]; Dp417[O1]; Dcp418[O1]; Dp419[O1]; Dcp421[O1]; Dcp422[O4]; Ddp424[O1]; Dcp426[O1]; Dep426[O1]; Dap427[O1]; Dcp427[O1]; Dap430[O1]; Dbp430[O1]; Dap433[O1]; Np459[O1]; End P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Muslims are also prohibited from taking a share of “war booty” before Muslim leaders decide how it will be distributed. Similar to zakat, distribution of “war booty” is



also controlled; a portion of the proceeds are required to be given to Muslims who are fighting in “Allah’s Cause” which means participating in jihad against non-Muslims. This is called “*Khumus*” and is defined as, “one-fifth of war booty given in Allah’s Cause” (Part 9, p. 416). Sura 8:41 provides further clarification on the authorized categories for distributing the proceeds from the spoils of war and each category is to receive one-fifth of the amount. The categories include Islamic leaders, the poor, and travelers (Part 2, p. 277).

*Controlling attributes: legal.* Seventy-six data points (Table 26) certify that the rules and regulations in the Qur’an, Sunna, consensus, and analogical reason constitute Islamic legal prescriptions for Muslim behavior. Hadiths instruct Muslims to regard the Sunna as the “legal ways of” Muhammad and adhere to Islamic Law (Part 3, pp. 44, 98, 125, 225, 264) and suras such as Suras 17:77 and 45:18 provide similar instruction (Part 4, p. 217; Part 7, p. 18). Hadiths report that the “best legal way” for Muslims is to follow the examples Muhammad set during his lifetime, by his words and actions, and that it is not legally permissible to introduce “new things” into Islam (Part 4, p. 348; Part 5, pp. 26, 28). Suras 21:45 and 21:106 not only suggest that Muslims should follow the Qur’an and Sunna, but further clarify that the meaning of the warning Muslims give to non-Muslims means that following the “legal ways, orders, acts of worship, and the statements of...Muhammad apply to all people (Part 5, pp. 26, 66). Suras 24:1 and 24:46 clearly demonstrate that the messages in the Qur’an establish legal “boundaries” for human behavior (Pat 5, pp. 223, 289).

Two notes clarify that “righteous deeds” in Islam must “be performed in accordance with the Sunna (legal ways, orders, acts of worship, statements)

of...Muhammad” (Part 3, p. 116; Part 6, p. 73). Other notes specify that “verdicts and judgments given by Islamic religious scholars” must be based on evidence from the Qur’an, Sunna, consensus, analogical reasoning based on comparing like cases previously judged by Muhammad (Part 3, p. 97; Part 4, p. 186). Sura 38:22 prescribes that Shari‘a must be followed when judging between “litigants” (Part 7, p. 11). Sura 11:112 adds that Muslims must not exceed the “legal limits” of Shari‘a (Part 3, p. 167). One of the legal limits in Islamic Law is how non-Muslims are to be treated. Sura 35:43 instructs Muslims that non-Muslims will be dealt with according the Sunna or “legal ways” (Part 6, p. 392). Sura 62:2 teaches that non-Muslims will be purified according to the “Qur’an, Islamic laws and Islamic jurisprudence and...[the] Sunna: legal ways, orders, acts of worship of...Muhammad” (Part 8, p. 291).

An appendix of definitions shows that there are “five kinds of...‘legal statuses” in Shari‘a. Legal status in this sense means the type of behavioral requirements imposed on Muslims to follow the teachings of Islamic Law. The five types of “‘legal status” or behavioral requirements are: “compulsory; desirable but not compulsory, forbidden, disliked but not forbidden, [and] lawful and allowed” (Part 9, p. 412). While Muslims are obligated to follow the requirements of Islamic jurisprudence, a chapter note advises that if Islamic rulers make judgments that are contrary to Muhammad’s teachings, Muslims must reject those verdicts (Part 3, p. 220). When interpreting the precepts of Islamic law and passing judgment on his Muslim subjects, Muhammad utilized judicial terminology like “defendant” when referring to the people he judged (Part 4, p. 74).

Hadiths provide evidence that Shari‘a gives “legal rules and regulations” concerning ransoming people that were captured and that Muslims are not to be punished

for killing non-Muslims (Part 4, p. 181). The non-Muslim poll tax, “*al-Jizya*,” is a legally sanctioned tax levied on disbelievers who continue to practice their religion rather than convert to Islam (Part 4, p. 252). A hadith describes Zakat as being legally prescribed and “compulsory,” according to the first caliph who followed Muhammad as the supreme Islamic ruler. This same hadith reports the first caliph said that fighting non-Muslims was legally sanctioned and that he had the lawful right to punish people, if they deserved it (Part 4, p. 314).

Sura 24:2 prescribes physical punishment (flogging) for unmarried people engaging in sexual intercourse and it requires death by stoning for married people who commit adultery. A hadith supporting this sura provides an example where Muhammad had a married man stoned to death for committing adultery or “illegal sexual intercourse” from an Islamic jurisprudence perspective (Part 5, pp. 224-225). Multiple suras and hadiths support this finding and add that flogging and stoning are “legal punishment” (Part 5, p. 226-230). Flogging also applies to male slaves who force female slaves to have sexual intercourse against their will (Part 5, p. 275).

Commercial transactions, standards of dress, and terms for non-Muslims living in Muslim countries are also addressed in Islamic Law. Business transactions between buyers and sellers are covered by Islamic Law (Part 5, pp. 280-281). Another legal proscription is Shari‘a’s prohibition against “*Riba*” or usury. A note explains that *Riba* has two meanings: receiving interest on loans and receiving “superior...goods...[and returning] goods of inferior quality...Islam strictly forbids all kinds of usury” (Part 3, p. 207). Sura 24:60-61 prescribes standards of dress based on Islamic definitions of nakedness for men and women (Part 5, p. 299). A hijab, for example, is “a long dress

prescribed for Muslim women to cover their whole body from head to feet (Part 9, p. 417). Regarding the name of non-Muslims living in Muslim countries, or “living under the protection of an Islamic government,” they are legally termed “*dhimmi*” (Part 9, p. 414).

Finally, hadiths clearly state that no “human being” is allowed to alter any of Muhammad’s rulings and decisions because the sunna “have become models to be followed by Muslims” (Part 9, p. 430). Furthermore, if Muslims find solutions to their issues on how to act within the “Qur’an or in the *Sunna*, they do not need to consult Islamic religions scholars for legal interpretations (Part 7, pp. 241-242). Finally, according to one hadith, it is an Islamic legal requirement that Muslims who follow the mandates of Islamic Monotheism...and [Muhammad’s] Sunna, rule over mankind (Part 9, p. 27).

*Controlling attributes: aggressive organizational cultural control.* Ninety-eight data points (Table 27) demonstrate the aggressive nature of Islam’s organizational cultural control and the manner the shared values and beliefs are enforced upon Muslims. Islamic Law directs harsh punishments if Muslims deviate from the shared values and beliefs inherent in Islam. Punishments for violating mandatory prayers, committing illegal sexual intercourse, disobeying husbands, taking disbelievers as friends, leaving Islam, and failing to support jihad can be severe, including being executed for the transgression. Shari‘a requires Muslims to participate in daily prayers, including compulsory congregational prayers. If the required prayers are missed, punishment is sanctioned. Muhammad threatened “to burn the houses of men who” failed to attend congregational prayers (Part 3, p. 172).

Islamic Law provides a range of sociocultural controls. Married people who commit adultery are executed and unmarried people who have sexual intercourse are flogged. Sura 24:2 and associated hadiths prescribe death by stoning for married men and women who commit adultery (Part 5, pp. 224-228). Unmarried Muslims who have sexual intercourse are punished by flogging; the legal requirement is 100 lashes (Part 5, p. 229). In the event of having nocturnal wet dreams or following sexual intercourse, married persons are legally obligated to bath in order to clean themselves (Part 9, p. 420).

Muslim women have additional legal restrictions under Islamic Law. Multiple hadiths provide the legal justification for Muslim husbands to beat their wives if they are disobedient or make the husbands' angry (Part 7, p. 31). Muslim women require their husbands' permission to "fast." Fasting (*Saum*) in this instance includes refraining from eating, drinking, and sexual intercourse following the morning prayers until sundown (Part 8, p. 332; Part 9, p. 429). Muslim widows are required to wait for a specified period of time before they are legally permitted to marry another (Part 9, p. 418). Restrictions on who Muslims can take as friends provide additional cultural controls. Muslims are prohibited from befriending non-Muslims. Sura 60:1 instructs not to take Muhammad's and Muslims' "enemies [non-Muslims]...as friends, [or] showing affection towards them" (Part 8, p. 250).

The evidence demonstrates that Shari'a deals harshly with Muslims who leave Islam. Islamic Law does not allow Muslims to leave Islam and convert to another faith. Sura 3:85 stipulates that "whoever seeks a religion other than Islam, it will never be accepted of him" (Part 1, p. 257). Suras 2:193 and 2:216 (Part 1, pp. 126, 143-144) prescribe physical violence against people who are not Muslims, including ex-Muslims

and Sura 2:191 authorize the killing of disbelievers (Part 1, pp. 123-125, 143). Numerous suras including Suras 2:246 (Part 1, p. 176) and hadiths and notes provide additional support to this evidence (Part 1, pp. 124-127, 144-145, 512-514).

Table 27. Corporate culture controlling attributes matrix for “P” translation

Internal Organizational Systems Attributes	
4.2. Corporate Culture Control	
4.2.1. Aggressive	{Begin P1: 2:190[O1]; Hp124[O1]; 2:191[O1]; Nap124[O1]; Nbp124[O1]; Np126[O1]; Hp126[O1]; 2:193[O1]; 2: 195[O6]; Hp127[O1]; 2:216[O1]; Hp144[O1]; Np144[O1]; 2:217[O6]; Hp145[O6]; Hp175[O6]; 2:246[O6]; Hp179[O6]; 3:85[O1]; Hp436[O1]; 4:171[O1]; Np512[O1]; Hp513[O1]; Hp514[O1] End P1}; {Begin P2: Hp162[O1]; 7:52[O1]; Hp252[O1]; Np253[O1]; 8:65[O1]; Hp295[O1]; Np296[O1]; 8:66[O1]; Hbp297[O1]; Hp299[O1]; Hp300[O1]; Hp323[O1]; Hap324[O1]; Hbp324[O1]; Hap339[O1]; Hbp339[O1]; Hcp339[O1]; Np339[O1]; 9:60[O1]; Np395[O1]; Hp395[O1]; Hcp419[O1]; End P2}; {Begin P3: Np116[O1]; Hdp146[O2]; Hap172[O1]; Hbp172[O1]; Np226[O1]; Hp226[O1]; Hap227[O6]; Hbp227[O6]; Hcp227[O6]; Hp228[O1]; Hp229[O1] End P3}; {Begin P4: Hp78[O1]; Np97[O2]; Hp98[O1]; Hp99[O1]; Hp180[O1]; 17:73[O1]; 17:74[O1]; 17:75[O1]; Np473[O1]; Hp480[O1] End P4}; {Begin P5: 24:2[O1]; Hp225[O1]; Hap226[O1]; Hbp226[O1]; Hap228[O1]; Hbp228[O1]; Hap229[O1]; Hbp229[O1]; Hcp229[O1]; 24:3[O1]; 24:4[O1]; 24:6[O1]; Hp260[O1]; Np275[O1]; 24:60[O1]; 24:61[O1]; Hp345[O2] End P5}; {No evidence in P6}; {Begin P7: Np31[O3]; 42:7[O1] End P7}; {Begin P8: Hp43[O1]; 60:1[O5]; Hp332[O5] End P8}; {Begin P9: 88:22[O1]; 88:23[O1]; 88:24[O1]; Dap418[O1]; Dbp418[O1]; Db420[O1]; Dc420[O1]; Dbp427[O1]; Dcp433[O1]; Np459[O1] End P9}
4.2.2. Artifacts	{Begin P1: Np21[O1]; Hp475[O1]; Np530[O1] End P1}; {Begin P2: 6:19[O1]; Hp14[O1]; Hp15[O1]; Hp24[O1]; 6:38[O1]; 6:92[O1]; 6:126[O1]; Hp133[O1]; 7:2[O1]; Nap169[O1]; 7:52[O1]; Np188[O1]; End P2}; {Begin P3: Hp6[O1]; Hp7[O1]; Hp48[O1]; 13:37[O1]; Hp321[O1] End P3}; {Begin P4: Hp150[O1]; Hp160[O1]; 17:78[O1]; Hp221[O2]; 20:130[O1] End P4}; {Begin P5: 22:16[O1]; 25:6[O1]; Hp402[O1]; 26:215[O1] End P5}; {Begin P6: Hp9[O1]; Np319[O2]; 37:3[O1] End P6}; {Begin P7: Hp77[O6]; 41:41[O1]; 43:3[O1]; 43:36[O1]; 46:12[O1]; Hp486[O6] End P7}; {Begin P8: Hp17[O1]; Np80[O1]; 63:10[O1]; 64:8[O1]; 65:11[O1]; Hp368[O1] End P8}; {Begin P9: 78:2[O1]; 86:13[O1]; Np459[O1] End P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Muslims may not be killed unless they are guilty of: murdering another Muslim “without right”; committing adultery, if married; and, leaving the Islamic faith (Part 4, p. 180). Muhammad is quoted in hadiths as stating that “young people” should be put to death if they leave Islam. He said, “so, wherever you find...(meet) them, kill them, for there will be a reward for their killers on the Day of Resurrection” (Part 1, p. 436; Part 4, p. 480). A chapter note on the Islamic jurisprudence requirements for “apostates” or men and women who leave Islam quote two Islamic scholars. They state, “A female apostate...should be killed.” Additional hadiths and notes offer a similar quote from Muhammad, who stated, “whoever changed his Islamic religion, then kill him” (Part 1, pp. 512-513; Part 2, p. 299; Part 4, pp. 97-98). A hadith provides an example of a Muslim who was killed as a disbeliever simply because he failed to follow the same routine that Muhammad used as the man prayed with Muhammad (Part 2, p. 252). Muhammad even authorized fighting “violently” against anyone who walked in front of a Muslim while they were saying their daily prayers (Part 2, p. 162; Part 4, p. 78).

Islamic Law provides organizational controls for Muslims who fail to support jihad, either by participating in it or not providing financial support. Muslims are required to participate in militant jihad and if they fail to do so, they are judged as hypocrites, which is a serious crime under Islamic Law. A note clarifies that if anyone fails to fight in “Allah’s Cause” then they are guilty of the crime of “hypocrisy” (Part 2, p. 253). Also, Sura 2:195 advises Muslims to “spend in the Cause of Allah” which means to provide financial support to Islamic warriors who are fighting to propagate the Islamic faith (Part 1, p. 128).

*Controlling attributes: cultural artifacts.* There are 46 data points (Table 27) providing evidence of the visible and invisible cultural artifacts in Shari‘a. Notes, hadiths, and suras furnish mutually supporting evidence of these artifacts. Visible artifacts include the Arabic language (which has visible and invisible aspects) including the Quraish Arabic dialect of the Qur’an; the Qur’an, Shari‘a, Zakat and Hadiths, daily mandatory praying and weekly congregational prayers for men, *jihad*, Ramadan, Mecca, the Hajj (pilgrimage to Mecca), and dress codes. Invisible cultural artifacts include Muhammad, the Sunna or legal ways of Muhammad, and the Pillars of Islam. Beginning with the visible artifacts, there is unanimous agreement among Islamic “religious scholars” that knowing Arabic is the only way “to understand Islam” because Arabic is the “language” of God and Muhammad and also the language of the Qur’an (Part 1, p. 21). Sura 43:3 emphasizes the import of the Qur’an being given to Muhammad in Arabic (Part 7, p. 261). A chapter note and a hadith emphasize that Quarish is the Arabic dialect of the Qur’an and an associated hadiths direct Muslims to revert to this dialect if there are disagreements in understanding the Qur’an (Part 2, p. 133; Part 5, p. 402).

Suras 6:19, 7:2, 7:52, 13:37, 22:16, and 25:6 are some of the many examples that attest the Qur’an was revealed to Muhammad to allow him to “warn” people to convert to Islam (Part 1, p. 12; Part 2, pp. 149, 179; Part 3, p. 285; Part 5, pp. 93, 310) and Sura 6:92 states “the Qur’an is a blessed Book which We have sent down” (Part 2, p. 70).

Reinforcing the importance of the Qur’an, Sura 6:126 equates the Qur’an to Islam for people to follow (Part 2, p. 106). However, a note provides evidence that Muslims believe the “Qur’an is a Quality of Allah (like seeing, hearing, knowing) and not created” (Part 6, p. 319). Sura 41:41 makes the Qur’an equal to “Allah’s Speech” (Part 7, p. 201).



Islamic Law is also a cultural artifact. Muslims believe that mankind will be judged by the “Law of the Qur’an [Shari‘a]” (Part 8, p. 368). Sura 86:13 states, “the Qur’an...commands strict laws for mankind” (Part 9, p. 232).

The mandatory prayer Muslims perform five times daily is a visible cultural artifact and the mandate for these prayers is well documented in this translation. Evidentiary examples include Suras 17:78, and 20:130 (Part 4, pp. 217, 465) and hadiths (Part 4, pp. 150, 160, 221). The evidence also indicates that jihad is a cultural artifact closely connected to the mandatory prayers and fasting. A lengthy appendix on jihad states, “*Jihad* is similar to...[mandatory] prayers and...fasting...and...the three...are ordained (by Allah) for Muslims (Part 9,p. 466). Fasting during Ramadan is a mandatory obligation for Muslims (Part 3, p. 321); and performing the pilgrimage to Mecca once in a lifetime is one of the top three deeds that Muslims can perform, after believing in Allah and Muhammad and conducting jihad (Part 6, p. 9; Part 8, pp. 17, 80, 314).

Muhammad himself is a cultural artifact; it is a legal requirement that Muslims believe in Muhammad. Except for Muslims who were contemporaries of Muhammad, he is now an invisible artifact. Muslims are taught that he was a prophet for “all of mankind” and instructed to emulate his words and actions in all aspects of their lives (Part 1, p. 475). Hadiths advise that following Muhammad’s teachings is the “best legal way” for Muslims to live which means knowing the Sunna, which is another invisible artifact. However, sunnas are recorded in the hadiths, which are visible artifacts (Part 2, p. 15). Turning to dress codes, notes and hadiths confirm the requirement of dress codes for men and women. For example, it is an obligation that while praying, men must be covered

from their naval to their knees, and women must have everything concealed except for their face and hands; although, they are encouraged to cover their hands (Part 2, p. 169).

*Controlling attributes: behavioral patterns.* There are 90 data points (Table 28) providing evidence of the behavioral patterns that control Muslims' actions. The construct of Muslim superiority and participating in jihad are the two primary behavioral patterns discovered. Muslim superiority over non-Muslims is evident in this translation. Notes and hadiths teach that "a Muslim is a brother of another Muslim" and they should protect each other (Part 4, p. 94). Hadiths show that killing Muslims is forbidden but killing non-Muslims is authorized and the killers rewarded (Part 1, pp. 490-491; Part 2, pp. 124, 126, 311; Part 4, p. 177). Sura 6:151 confirms this teaching by stating, "kill not anyone whom Allah has forbidden, except...according to Islamic Law (Part 2, p. 122). Muslims are even commanded to "treat [non-Muslims] with arrogance," according to Sura 7:36 (Part 2, p. 172). During legal proceedings, testimony from non-Muslims against Muslims is not valid; however, Muslims are authorized to testify against non-Muslims (Part 1, p. 480).

Participating in jihad to expand Islam permeates the messages in this translation. Notes and Hadiths specify that Muslims are obligated to participate in jihad to propagate the Islamic faith. Statements such as, "Jihad is prescribed (as an obligatory duty to Allah), on every Muslim... and by abandoning...Jihad" Islam and Muslims will be destroyed are examples of the behavioral patterns that reinforce the cultural values of Islam (Part 2, pp. 253, 317). Sura 9:41 inspires Muslims, whether young or old, rich or poor, regardless of health, to "march forth...in the cause of Allah." March forth is a code word for a command to participate in jihad (Part 2, p. 381). Fighting disbelievers and

demonstrating “harshness” is the message in Sura 9:123 (Part 2, p. 479) and Sura 9:52 offers that “martyrdom or victory” over non-Muslims are the “two best things” awaiting Muslims (Part 2, p. 388).

Table 28. Behavioral patterns controlling attributes for “P” translation

Internal Organizational Systems Attributes	
4.2.3. Behavioral Patterns	{Begin P1: 2:224[O2]; 2:225[O6]; 3:115[O1]; 3: 198[O1]; Hap153[O2]; Hbp153[O6]; Np153[O2]; Hp154[O6]; Hp155[O2]; Hp156[O6]; 3:26[O6]; Hp481[O1]; Hap490[O2]; Hbp490[O6]; Hp491[O1] End P1}; {Begin P2: Hp36[O2]; Hp37[O2]; 6:151[O6]; Hp124[O1]; Hp126[O1]; Hp129[O2]; 7:36[O1]; Hp233[O1]; Np253[O1]; Hp258[O1]; 8:45[O1]; 8:60[O1]; Hp311[O1]; Nbp317[O1]; 9:5[O1]; Hp323[O1]; 9:11[O1]; 9:13[O1]; 9:14[O1]; Hbp335[O1]; Hp336[O1]; Hbp337[O1]; Hap339[O1]; Hbp339[O1]; Hcp339[O1]; Np339[O1]; Hp340[O1]; 9:29[O1]; Hp352[O1]; 9:36[O1]; Hp367[O1]; 9:38[O1]; Hp369[O1]; 9:41[O1]; 9:44[O1]; Hp383[O1]; 9:49[O1]; 9:52[O1]; Hp389[O1]; 9:56[O1]; 9:63[O1]; 9:72[O1]; Hbp419[O1]; Hcp419[O1]; Hp442[O1]; 9:111[O1]; Hap448[O1]; Np448[O1]; Ha449[O1]; Hb449[O1]; Hap453[O1]; 9:123[O1]; End P2}; {Begin P3: Hp8[O1]; Np8[O1]; Hbp43[O1]; 14:2[O1]; Hp293[O1]; Hp301[O1] End P3}; {Begin P4: Nap94[O1]; Nbp94[O1]; Hp177[O1]; Hp409[O1]; 20:16[O1]; Hp434[O1] End P4}; {Begin P5: Hp111[O2]; Hp143[O1]; Hap152[O1]; Hbp152[O1]; Hcp152[O1]; 24:56[O1] End P5}; {Begin P6: Hap283[O2]; Hbp283[O1] End P6}; {No evidence in P7}; {Begin P8: 58:11[O1]; 60:1[O5]; 60:9[O5] End P8}; {Begin P9: Hp213[O1]; Np459[O1] End P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Hadiths record that Muhammad encouraged Muslims to “fight against” non-Muslims (Part 2, p. 258, 367) which support suras that teach the same message such as Sura 9:36 (Part 2, p. 367). The three behaviors that Muhammad taught were the best behavioral traits that Muslims could exhibit were accomplishing the daily prayers, caring for one’s parents, and “participat[ing] in *Jihad*” (Part 2, p. 419). A note supports various

Suras and hadiths that Muslims will receive the highest possible reward in Paradise if they participate in Jihad (Part 2, pp. 448-449, 453).

Muhammad directed that when Islamic rulers issued the orders to “rise up” for jihad, Muslims should “go forth immediately” (Part 8, p. 211; Part 2, p. 339). He expounded on the benefits of participating in jihad and the rewards that await Muslims who are killed (martyred) in battle with non-Muslims stating, “I would love to be martyred in Allah’s Cause and then come back to life again and then get martyred and then come back to life again and then get martyred.” Muhammad also taught Muslims will go to Paradise if they are killed fighting non-Muslims (Part 2, pp. 335-336, 446).

Suras such as Sura 8:45 instruct Muslims to be strong when facing non-Muslims (Part 2, p. 282). Suras 9:13-14 provide further encouragement to fight non-Muslims (Part 2, p. 328). Even though Sura 2:209 instructs Muslims to be “forgiving” of Christians and Jews, Sura 9:29 abrogated the peaceful intent of Sura 2:209 and exhorts Muslims to “fight against” non-Muslims (Part 1, p. 65; Part 2, p. 347). Sura 8:60 explicitly commands Muslims to “make ready against...[non-Muslims] all you can of power, including steeds of war (tanks, planes, missiles, artillery) to threaten the enemy of Allah and your enemy, and others besides whom you may not know” (Part 2, p. 293). An explanatory note on jihad provides clear evidence of the behavior expected of Muslims.

The note states:

Islamic Holy War in Allah’s Cause (with a large number of Muslims [united], equipped with latest modern weapons), is placed at the top in Islam, and is one of its pillars. Islam cannot be established except with Jihad and with it is made...superior. (Part 2, p. 317)

Sura 9:5, supporting Sura 2:105, instructs Muslims to “kill” non-Muslims “wherever” found and to “capture them and besiege them, and lie in wait for them in every ambush.” Muhammad told his followers that he was ordered by Allah to “fight” non-Muslims until they converted to Islam (Part 2, pp. 322-323). Sura 9:13-14 instructs Muslims that by fighting non-Muslims, they are acting as instruments of Allah to allow Him to “punish...[non-Muslims] and disgrace them and give [Muslims] victory” (Part 2, p. 328). Muhammad was very explicit in his example towards Jewish people. He taught that Muslims would conquer Jews and they should be killed (Part 2, p. 352).

*Controlling attributes: outcome orientation.* There are 201 data points (Table 29) displaying organizational outcome orientation attributes. The primary organizational outcome evident is the Islamic organizational expectation of living in Paradise for eternity. Victory over non-Muslims and establishing Islamic Monotheism are the other two organizational outcomes discovered.

Muslims’ expectation of receiving eternal reward in Paradise for obeying Allah and Muhammad is evident in multiple suras including Suras 9:72, 9:111, 10:9, 11:23, 13:29, 15:45, 16:30, 18:107, 27:3, 30:15, 31:4, 31:8, 33:35, 35:33, 37:41, 39:61, 41:8, 42:7, 42:22, 43:72, 47:15, 48:5, 48:17, 51:15, 52:17, 52:20, 52:23, 54:54, 55:70, 65:11, 68:34, 77:41, 78:31-35, 82:13, 84:25, 85:11, 89:27-30, 95:6, 98:8 (Part 2, pp. 404, 446; Part 3, pp. 13, 122, 277, 353; Part 4, pp. 24-25, 353; Part 5, p. 419; Part 6, pp. 82, 130, 137, 232-233, 383, 450; Part 7, pp. 113, 180, 214, 225, 291, 383, 422, 432; Part 8, pp. 6, 38-40, 117, 132, 351, 398; Part 9, pp. 156, 165, 210, 221, 226, 269, 308, 329) and evident in hadiths and notes (Part 2, pp. 442, 449, 453, 485-486; Part 3, pp. 13-15, 18, 89, 265, 287; Part 5, 100, 374-375; Part 6, pp. 119, 399; Part 8, p. 38; Part 9, p. 435).

Table 29. Organizational outcome orientation controlling attributes for “P” translation

4.2.4. Outcome Orientation	Internal Organizational Systems Attributes
	{Begin P1: 3:15[O1]; 3:198[O1]; 4:57[O1]; 4:124[O1]; 5:119[O1]; End P1}; {Begin P2: 6:127[O1]; 7:43[O1]; 7:46[O1]; 9:20[O1]; 9:21[O1]; 9:22[O1]; 9:72[O1]; Hp442[O1]; 9:111[O1]; Ha449[O1]; Hb449[O1]; Hap453[O1]; Hbp453[O1]; Hp477[O2]; Hp485[O1]; End P2}; {Begin P3: 10:9[O1]; Hp14[O1]; Hp15[O1]; 10:10[O1]; 10:12[O1]; Hp18[O1]; Ncp89[O1]; 11:18[O1]; 11:23[O1]; 11:108[O1]; Hp178[O1]; Hp261[O1]; Hp265[O1]; 13:23[O1]; 13:24[O1]; 13:29[O1]; 14:23[O1]; Hp309[O1]; 15:2[O1]; 15:45[O1]; 15:46[O1]; 15:47[O1]; 15:48[O1]; Np353[O1] End P3}; {Begin P4: 16:1[O1]; 16:30[O1]; 16:31[O1]; 16:32[O1]; 16:97[O2]; Hp75[O1]; 16:104[O1]; 16:106[O1]; Hp89[O1]; Np97[O1]; H182[O1]; Np240[O1]; Hp287[O1]; 18:31[O1]; 18:107[O1]; 19:61[O1]; 19:62[O1]; 19:63[O1]; 20:76[O1]; End P4}; {Begin P5: Hp100[O1]; Hp374[O1]; Hp375[O1]; 22:23[O1]; 23:11[O1]; 27:3[O1] End P5}; {Begin P6: 30:15[O1]; 30:16[O5]; Hp119[O1]; 31:4[O1]; 31:8[O1]; 32:19[O1]; 33:26[O1]; 33:35[O1]; 35:33[O1]; 35:34[O1]; 35:35[O1]; 36:11[O1]; 36:35[O1]; 36:55[O1]; 36:57[O1]; 36:58[O1]; Hp399[O1]; 37:41[O1]; 37:42[O1]; 37:43[O1]; 37:44[O1]; 37:45[O1]; 37:46[O1]; 37:47[O1]; 37:48[O1]; 37:49[O1]; End P6}; {Begin P7: 39:20[O1]; 39:29[O1]; 39:61[O1]; 39:73[O1]; 39:75[O1]; 41:8[O1]; 41:44[O1]; 42:7[O1]; 42:22[O1]; 43:71[O1]; 43:72[O1]; 43:73[O1]; 44:51[O1]; 44:52[O1]; 44:53[O1]; 44:54[O1]; 44:55[O1]; 44:56[O1]; 44:57[O1]; 47:15[O1]; 48:5[O1]; 48:17[O1]; 48:20[O1]; 48:29[O1]; 50:34[O1]; 50:35[O1]; End P7}; {Begin P8: 51:15[O1]; 52:17[O1]; 52:20[O1]; 52:23[O1]; 52:24[O1]; 53:15[O1]; Np38[O1]; 52:23[O1]; 54:54[O1]; 54:55[O1]; 55:22[O1]; 55:46[O1]; 55:54[O1]; 55:58[O1]; 55:62[O1]; 55:68[O1]; 55:70[O1]; 55:76[O1]; 56:12[O1]; 56:15[O1]; 56:16[O1]; 56:17[O1]; 56:18[O1]; 56:19[O1]; 56:20[O1]; 56:21[O1]; 56:22[O1]; 56:23[O1]; 56:25[O1]; 56:26[O1]; 56:28[O1]; 56:29[O1]; 56:35[O1]; 56:32[O1]; 56:36[O1]; 56:89[O1]; 57:12[O1]; 64:9[O1]; 65:11[O1]; 68:34[O1]; 69:23[O1]; End P8}; {Begin P9: 76:5[O1]; 76:12[O1]; 76:13[O1]; 76:15[O1]; 76:16[O1]; 76:17[O1]; 76:18[O1]; 76:19[O1]; 76:21[O1]; 77:41[O1]; 77:42[O1]; 77:44[O1]; 78:31[O1]; 78:32[O1]; 78:33[O1]; 78:34[O1]; 78:35[O1]; 82:13[O1]; 82:14[O1]; 83:25[O1]; 83:27[O1]; 83:28[O1]; 84:25[O1]; 85:11[O1]; 86:13[O1]; 87:14[O1]; 88:12[O1]; 88:13[O1]; 88:15[O1]; 88:16[O1]; 89:27[O1]; 89:28[O1]; 89:29[O1]; 89:30[O1]; 95:6[O1]; 98:8[O1]; 108:1[O1]; Np435[O1]; Np459[O1] End P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: See Table 6 for the data codes.

This evidence demonstrates that obtaining Paradise is the primary organizational outcome Muslims expect for following the precepts of Islamic Law, obeying Allah and

Muhammad; and especially for being killed when participating in jihad. Furthermore, Muslim men are taught that they will be rewarded with “two wives” and “full-breasted (mature) maidens...virgins” in Paradise (Part 3, p. 15; 178; Part 5, pp. 100, 374-375; Part 8, p. 146; Part 9, p. 165).

Victory over non-Muslims and establishing Islamic Monotheism is evident in Sura 9:20 (Part 2, p. 332); and multiple hadiths provide evidence that the eventual organizational outcome Muslims expect is victory over non-Muslim nations and success in establishing Islamic Monotheism worldwide. Eternal damnation for leaving Islam, not converting to Islam, not believing in Muhammad and not following Islamic Law is evident in Suras 11:18, 15:2, 16:1, 16:104, 16:106, 30:16, 33:26, 42:7, 42:22, 48:17, 48:29, 78:30, 82:14 (Part 3, pp. 117, 337; Part 4, pp. 5, 87; Part 6, pp. 82, 220; Part 7, pp. 214, 225, 432, 469; Part 9, pp. 165, 201) and evident in multiple notes and hadiths (Part 4, pp. 97, 182, 287; Part 9, p. 435).

*Controlling attributes: passive organizational cultural control.* Evidence is limited regarding passive organizational cultural attributes with nine data points (Table 30) found. Sura 2:256 suggests “there is no compulsion in religion” (Part 1, p. 185). One note and one hadith offer Muslims the advice to avoid religious extremism (Part 3, p. 80). Two hadiths admonish Muslims to avoid harming neighbors, being stingy when entertaining guests, and saying bad things about other Muslims (Part 3, p. 306; Part 8, p. 10) while another hadith directs Muslims to treat “neighbors kindly and politely” (Part 9, p. 373). A chapter note instructs Muslims to treat others fairly, “greet everybody” they meet, and be charitable in “Allah’s Cause” (Part 9, p. 104). Finally, Sura 3:20 advises Muhammad was only a messenger; that if non-Muslims reject his message, he was only

instructed to convey his message. There was no mention of fighting non-Muslims and forcing them to convert in this Sura (Part 1, p. 217).

*Controlling attributes: strength of organizational cultural control.* There is no evidence of weak organizational cultural controlling attributes. However, 109 data points attest to a strong organizational culture (Table 30). The evidence shows that obeying Allah, Muhammad, and Islamic leaders is a cultural norm in Islam. Do what Allah commands and avoid what He prohibits is the message of Suras 2:2, 2:81, 2:89; 24:56 (Part 1, pp. 34, 56-57; (Part 5, p. 296) and in multiple hadiths and notes (Part 1, pp. 172, 234; Part 3, pp. 229, 242-243; Part 9, pp. 438-441). One explanatory note for a hadith specifies that in addition to obeying Islamic Law, Muslims “should prevent others” from breaking “Allah’s limits” (Part 1, p. 234). Sura 2:27 warns Muslims they will be “losers” if they disobey (Part 1, p. 39) and Suras 2:81, 2:89, 2:96, and 16:106 advise that Allah will curse disbelievers who reject Islam’s message or turn their back on the Islamic faith and they will be tormented and receive eternal punishment living in “Hell...fire” (Part 1, pp. 56-57, 59; Part 4, p. 87). Multiple hadiths support this message (Part 3, p. 262). Hadiths also report that Muhammad told his followers that “the majority” of people dwelling in “Hell-fire...were women” because they were “disbelievers or ungrateful...to their husbands” (Part 4, pp. 101-102).

Hadiths attest that Islam’s organizational culture was strong during Muhammad’s lifetime and his companions subjected themselves to absolute obedience to Muhammad. Whatever he commanded was executed “immediately.” Whenever Muhammad would spit, his companions would catch it in their hands and “rub it on...[their] face and skin.” When Muhammad performed the ritual washing before his daily prayers, his companions



would compete for the used water to perform their ritual washing. Whenever Muhammad’s companions were in his presence, “they would lower their voices” and avoid looking at him “out of respect” (Part 2, pp. 304-308).

Table 30. Cultural strength attributes matrix for “P” translation

Internal Organizational Systems Attributes	
4.2.5. Passive	{Begin P1: 2:256[O6]; 3:20[O6]; End P1}; {No evidence in P2}; {Begin P3: Np80[O1]; Hp80[O1]; Hp306[O2] End P3}; {No evidence in P4, P5, P6, P7} {Begin P8: Hp10[O2]; End P8}; {Begin P9: Np104[O1]; Hp104[O1]; Hp373[O2] End P9}
4.2.6. Stability	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
4.2.7. Strength	
4.2.7.1. Strong	{Begin P1: Hp46[O1]; 2:2[O1]; 2:27[O6]; Hbp23[O1]; 2:43[O1]; 2:81[O6] 2:89[O1]; 2:96[O1]; 2:112[O6]; 2:135[O6]; 2:172[O1]; 2:185[O1 ]; Hp172[O1] End P1}; {Begin P2: Hp233[O1]; Hap237[O1]; Hbp237[O1]; Hp238[O1]; Hp246[O1]; 8:41[O1]; Np277[O1]; Hp306[O1]; 8:69[O1]; Hap312[O1]; Hbp312[O1]; 9:108[O1]; End P2}; {Begin P3: Hp123[O1]; Hap146[O1]; Hbp146[O2]; Hcp146[O2]; Hap149[O1]; Hbp149[O1]; Np170[O1]; Hp179[O1]; 12:59[O2]; Hp229[O1]; Hp242[O1]; Hp242[O1]; Hp262[O1]; Hp269[O1]; Hp366[O1] End P3}; {Begin P4: Hp8[O1]; Hp82[O2]; Np84[O1]; Hp84[O2]; Np85[O2]; 16:106[O1]; Np88[O1]; Hap91[O1]; Hbp91[O1]; Hcp91[O1]; Hp101[O1]; Hp102[O1]; Np146[O1]; Hp169[O1]; Hp174[O1]; Hp175[O1]; Hap178[O1]; Hbp178[O1]; Hp265[O2]; Hp266[O2]; Hap289[O1]; Hbp289[O1]; Hp330[O1]; Np360[O1]; Hp360[O1]; Hp361[O1]; 20:16[O1]; Hp434[O1]; 20:130[O1] End P4}; {Begin P5: Hp37[O1]; Hp38[O1]; Hap38[O1]; Hbp38[O1]; Hp112[O1]; Hp114[O1]; Np132[O1]; Hap152[O1]; Hbp152[O1]; 24:56[O1] End P5}; {Begin P6: Hap94[O1]; Hbp94[O1]; Hcp94[O1]; Hbp239[O2]; Hap429[O2]; Hbp429[O2] End P6}; {Begin P7: Hp486[O5] End P7}; {Begin P8: Hp85[O1]; Hp228[O5]; Hap229[O5]; Hbp229[O1]; Hp246[O4]; Hp248[O1]; Hap331[O6]; Hbp331[O6]; 65:1[O1]; Hp340[O1]; Np341[O2]; Hp349[O1] End P8}; {Begin P9: 70:30[O1]; Hp19[O5]; Hp303[O5]; Dap412[O1]; Dcp412[O1]; Ddp412[O1]; Dap413[O5]; Dp417[O1]; Dbp418[O1]; Dap420[O2]; Dbp427[O1]; Np438[O1]; Np459[O1] End P9}
4.2.7.2. Weak	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Muhammad is regarded as the ideal man for Muslims. For example, hadiths demonstrate that Muhammad performed his mandatory prayers in a certain manner and that became prescribed that for his followers (Part 4, p. 330; Part 5, pp. 151-152). Fearing Allah, Muhammad, and Islamic leaders is a message evident in Sura 6:90 (Part 2, p. 69) and hadiths in this translation. Regarding praying the mandatory prayers, Muhammad commanded his followers, “Order your children to perform...prayer at the age of seven and beat them...at the age of ten” Furthermore, the evidence shows that Islamic leaders or chiefs of “family, town, [or] tribe” are required to ensure this command is followed (Part 5, p. 132).

Muslims are commanded to invite others to Islamic Monotheism, perform the five mandatory prayers, and pay Zakat. Suras 2:42, 2:122, 2:135, 20:130, 24:56 (Part 1, pp. 46, 68, 79; Part 4, p. 465; Part 5, p. 296) and hadiths reinforce this teaching to invite non-Muslims to believe in Islamic Monotheism; conduct the five mandatory prayers daily, to pay Zakat, and “submit...with obedience” to Islamic leaders (Part 1, p. 46, ). Sura 2:185 discusses the obligatory requirement for fasting during the month of Ramadan and Sura 49:12 is one of the data points that provide evidence Muslims are prohibited from spying on or saying harmful things about other Muslims. This includes providing information that could put Muslims at a disadvantage militarily, when compared to non-Muslim nations (Part 7, p. 486).

The evidence indicates that females face more cultural restrictions than men. Quoting Muhammad, a hadith states that in order for Muslim women to get “the attention of the *Imam*” while praying, they may only clap “their hands,” whereas, Muslim men may speak (Part 3, p. 366). If they are menstruating when performing the “*Haji*,”

women have restrictions that men do not have (Part 5, pp. 113-114). Regarding praying the mandatory prayers, while Muslim men are required to conduct mandatory prayers in a mosque, Muhammad said, referring to women, it was “better to offer them at home” (Part 5, p. 132). Women are not allowed to conduct the optional Islamic prayers without their husbands’ permission and they are prohibited from using hair wigs (Part 8, pp. 228-229; 331).

Suras and hadiths cover the issue of marriage and divorce. There are prescribed waiting periods for women, regarding their monthly periods, before they are allowed to marry. Muhammad taught that Muslim men could not divorce their wives when they were menstruating; and the women had to be “clean...from [their] periods” for a few cycles and the husbands had to avoid sexual intercourse during this waiting period, before the divorce was legal (Part 3, p. 170; Part 8, p. 340-341, 349; Part 9, p. 418).

Hadiths advise Muslim men to say specific prayers prior to engaging in sexual intercourse with their wives (Part 4, p. 266; Part 8, p. 248) while other hadiths instruct Muslim men to avoid sexual intercourse with their wives when “performing *Hajj*” (Part 3, p. 123). Sura 70:30 and an associated Hadith advise that Muslim men are allowed to fondle and kiss their slave girls but are discouraged from having sexual intercourse with them if the slaves are being given away (Part 9, p. 16-17). Muhammad taught that impregnating “slave girls” was better than attempting “coitus interruptus” (Part 6, p. 239; Part 8, p. 246).

The data shows that suras and hadiths cover intimate personal hygiene requirements for Muslims. Sura 9:108 teaches that “Allah loves” Muslims who keep their “private parts” clean from “urine and stools” (Part 2, pp. 442-443). Hadiths instruct

Muslims “to take a bath...once (at least) every seven days” (Part 2, p. 233). Muslim women are required to bathe after they have wet dreams and men are instructed to bathe after sexual intercourse with their wives (Part 3, p. 179; Part 8, p. 85; Part 9, p. 420).

Suras and hadiths attest to a myriad of additional cultural restrictions. Muslims are not allowed to keep dogs as pets, unless they are used “for...hunting...[or] “guarding livestock.” Disobeying this restriction results in merit deductions from Muslims’ “good deeds” and will impact their reward in Paradise (Part 2, pp. 237, 237; Part 4, p. 289).

Muslims are prohibited from having pictures of animate life in their homes, according to several hadiths. Muhammad stated, “Angels do not enter a house in which there is a dog or there are pictures” (Part 3, p. 149; Part 5, pp. 37-39). Muslims are also advised in hadiths that Muhammad taught “yawning is from Satan” and Muslims should avoid “yawning as much as possible” (Part 2, p. 246; Part 4, p. 82). Hadiths instruct how to entertain guests but also direct that if a Muslim is not entertained according to Shari‘a’s requirements, that they may “take from...[the host]” what the guests should have received (Part 2, p. 146).

Sura 20:16 and an associated explanatory note provide a summary of several Islamic cultural norms regarding various restrictions and prohibitions. These include:

Drinking alcoholic drinks; giving false witness; eating unlawful things—meats of edible animals not slaughtered according to Allah’s Order; taking intoxicants; narcotic drugs like opium, morphine, heroin cannabis; committing crimes; evil wicked deeds like illegal sexual acts, murdering, taking others; rights unlawfully, robbing stealing, betraying, backbiting, slandering, telling lies. (Part 4, p. 434)

Additional cultural norms Muhammad taught to his followers, as recorded in the hadiths, include, “circumcision, shaving pubic hair,...pulling out the hair of the armpits,

clipping the nails, and cutting the moustaches short....and [letting] the beards grow (Part 6, p. 94). In addition, he prohibited poetry (Part 6, p. 429).

*Controlling attributes: team orientation control.* Thirty-one data points provide evidence of team orientation (Table 31). Sura 4:92 prohibits Muslims from killing other Muslims and Sura 4:93 prescribes eternal damnation in “Hell” if a Muslim ...kills” a believer” (Part 1, pp. 384-385). A supporting hadith shows there was some dispute regarding Sura 4:93 and the ruling was that Muslims would be cursed in “Hell” if they killed another Muslim because no suras were revealed after Sura 4:93 that “abrogated it” (Part 1, p. 386). Additional hadiths support this teaching (Part 1, p. 387). Muhammad taught that “abusing...and killing” Muslims is “disbelief” (Part 6, p. 118). He also prohibited Muslims from pointing weapons at other Muslims, in order to protect them from the “pit of fire” (Part 1, p. 388).

Muslims are proscribed from taking non-Muslims as “protectors or helpers or friends,” according to Sura 4:144 (Part 1, p. 437). A hadith instructs that part of the “*Bai’ah* pledge” to Muhammad included the binding assurance Muslims would “be sincere and true to every Muslim.” A supporting note further clarifies that “sincere and true” has four aspects: first, to obey “Allah,” follow the rules of “Islamic Monotheism,” and conduct “*Jihad*”; second, to believe in Muhammad, “fight on his behalf both in his lifetime and *after his death* [italics added] and to follow his *Sunna* (legal ways etc); third, to obey Muslim leaders and assist “them in their job of leading Muslims to the Right Path...”; and fourth, “to order...[Muslims] to follow the laws of Islam “and to forbid them from” breaking any precepts of Shari’a (Part 3, p. 76). Another hadith directs Muslims to follow the commands of their Imams, even if they do not like what they are

being ordered to accomplish. To do otherwise invites the punishment of dying as an unbeliever (Part 4, p. 68).

Table 31. Team orientation and values controlling attributes matrix for “P” translation

Internal Organizational Systems Attributes	
4.2.8. Team Orientation	{Begin P1: 4:92[O1]; 4:93[O1]; Hp386[O1]; Hap387[O1]; Hbp387[O1];Hap388[O1]; Hbp388[O1]; 4:144[O1]; 4:171[O1] End P1}; {No evidence in P2}; {Begin P3: Hp76[O1]; Np76[O1]; Np119[O1]; Hp119[O1]; Hp120[O1]; Np149[O1]; Hp286[O1] End P3}; {Begin P4: Hap68[O2]; Nap94[O1]; Hp94[O1]; Hp196[O1] End P4}; {No evidence in P5}; {Begin P6: Hp118[O1]; Hp175[O1]; Hp290[O2] End P6}; {Begin P7: 49:10[O1]; 49:11[O1]; 49:12[O1] End P7}; {No evidence in P8}; {Begin P9: Hap400[O1]; Hbp400[O1]; Dcp415[O1]; Np459[O1] End P9}
4.2.9. Values (Organizational)	{Begin P1: 2:42[O1]; 2:43[O1]; 2:159[O6]; 2:177[O1]; 2:184[O2]; 3:31[O1]; Hp115[O1]; 2:185[O1]; 2:197[O2]; 2:208[O1]; Hp148[O6]; Hp171-172[O1]; Np172[O1];Hp191[O1]; Np192[O1]; Hp257[O1]; Np264[O1]; 4:94[O1]; 4:95[O1]; Hp393[O1]; 4:104[O1]; Np440[O6]; 4:173[O1]; Hp477[O1]; Hp481[O1]; Hp511[O1]; Hp515[O1]; 5:57[O1]; Hp523[O1]; 5:565[O1] End P1}; {Begin P2: Np7[O1]; 6:14[O1]; Hp72[O1]; Np144[O1]; 7:158[O1]; Hp225[O1]; 8:20[O1]; Hp261[O1]; 8:45[O1]; 9:72[O1];9:91[O1]; Hap448[O1]; Np448[O1]; Hb448[O1]; Ha449[O1]; Hb449[O1]; Hap453[O1]; Hbp453[O1]; 9:122[O1]; 9:123[O1]; Hp485[O1];End P2}; {Begin P3: Hbp43[O1]; Hp76[O1]; Nap89[O1]; Nbp89[O1]; Np116[O1]; 11:23[O1]; Np149[O1]; Hp229[O1]; Np279[O1]; Hp286[O1]; Nap298[O1]; Nbp298[O1]; Ncp298[O1]; Ndp298[O1]; Hp306[O2]; Hp307[O1]; Hp309[O1]; Np309[O1]; 14:52[O1] End P3}; {Begin P4: Hp8[O1]; Hp18[O6]; 16:90[O1]; Hap73[O1]; Hbp73[O1]; Hap116[O2]; Hbp116[O2]; Hcp116[O2]; Hp131[O1]; Hp150[O1]; Hp158[O1]; Hp160[O1]; Hp165[O1]; 17:32[O1]; Hp180[O1]; Hbp181[O2]; Hap252[O1]; Hbp252[O1]; Np255[O1]; Hp366[O1] End P4}; {Begin P5: Hap90[O1]; Hp116[O1]; 22:78[O1]; Hp203[O1]; Hp362[O1]; Hp397[O1] End P5}; {Begin P6: Hp9[O1]; Hp68[O1]; Hp101[O1]; Hbp280[O1] End P6}; {Begin P7: 49:7[O1] End P7}; {Begin P8: 58:9[O5] End P8}; {Begin P9: Dap412[O1]; Ddp412[O1]; Dcp415[O1]; Dcp424[O1]; Dcp427[O1]; Np459[O1] End P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Suras 49:10 and 49:11 (Part 7, p. 485) and hadiths and notes instruct that Muslims are brothers of other Muslims and command that Muslims should not be oppressed by other Muslims. Furthermore, Muslims are not to release other Muslims to oppressors (Part 3, pp. 119-120; Part 4, pp. 94, 196). Sura 49:10 (Part 7, p. 485) and supporting hadiths direct Muslims to avoid saying harmful things to other Muslims and to avoid physically harming them (Part 6, pp. 175, 290). Sura 49:12 explicitly commands Muslims to avoid spying on other Muslims (Part 7, p. 486) and a hadith adds that Muslims must not be suspicious of other Muslims, may not “look for others’ faults” nor sever their relationships with believers (Muslims). Muhammad also commanded that Muslims may not avoid talking to other Muslim “for more than three days” (Part 9, p. 400).

*Controlling attributes: organizational values.* One hundred and eight data points provide evidence of organizational values attributes (Table 31). Emulating Muhammad and submitting to his teaching, Islamic leaders, and Islamic Law are the primary organizational values, according to instructions in hadiths (Part 2, pp. 43-44). Suras 2:42 and 2:43 encapsulate the organizational values inherent in Islam. Sura 2:42 states, “And mix not truth with falsehood, nor conceal the truth [i.e. Muhammad is Allah’s Messenger and his qualities are written in your Scriptures, the...Torah and the...Gospel] while you know the truth.” Sura 2:43 continues the message and instructs, “And perform *As-Salat* [mandatory prayers], and give *Zakat*, and bow down (or submit yourselves with obedience to Allah) along with *Ar-Rakiun*.” An explanatory note to both verses further defines *Ar-Rakiun* as, “those who bow down or submit themselves with obedience to Allah with Muhammad as the Muslims have done, that is, embrace Islam” (Part 1, pp. 45-46).

Sura 9:91 demands that Muslims be “sincere and true to Allah and” Muhammad (Part 2, p. 421) while an explanatory note lucubrates the four elements of being “sincere and true.” They are:

1. Obeying Allah, following the laws of Islamic Monotheism, and fighting in jihad.
2. Obeying Muhammad and fighting for him in his lifetime and after his death.
3. Obeying Muslim rulers.
4. Commanding the good and forbidding the wrong to other Muslims. (Part 3, p. 76).

Sura 3:31 commands the acceptance of Islamic Monotheism (Part 1, p. 225) and a chapter note shows that Muslims are required to believe in Muhammad and everything he taught (Part 2, p. 7). A hadith proves that Islamic Monotheism is supposed to be instituted throughout the world (Part 2, p. 225). Muhammad taught that “the most hated persons” in Islam are those who fail to follow Islamic Law, introducing other “traditions” into Islam, and killing “without any right” (Part 6, p. 101). The evidence proves that Muslims’ lives are more highly valued than non-Muslims. Muslims are forbidden from killing and murdering other Muslims, except in three specific circumstances. If Muslims kill other Muslims, they can be legally executed. However, they receive no punishment for killing non-Muslims, according to the hadiths (Part 4, p. 180).

Another hadith narrates Muhammad’s instructions on the five principles that form the basis of Islam and its organizational values. The five principles are:

1. To testify that no one has the right to be worshiped except Allah and that Muhammad is Allah's messenger.
2. To perform the mandatory congregational prayers (Salat).
3. To pay zakat



4. To perform the pilgrimage to Mecca (Hajj).
5. To fast according to Islamic Law. (Part 1, p. 173; Part 3, p. 116)

In addition, hadith evidence demonstrates that Muhammad also commanded the six Articles of Faith, which is belief in:

1. Allah.
2. His Angels.
3. His Messengers.
4. His Revealed Books.
5. The Day of Resurrection.
6. Divine Preordainments. (Part 3, p. 116)

Sura 2:177 mentions a variety of organizational values including the direction to face when praying, conducting mandatory prayers, belief in Allah and all that Muhammad teaches, donating to mandatory charity (*Zakat*) to the needy who include the poor, the sick, and those “fighting...battles” meaning, participating in jihad (Part 1, p. 107). Indications of additional organizational values are: Sura 2:184 (Part 1, p. 114) adds mandatory fasting; Sura 2:197 adds the “*Hajj* pilgrimage” (Part 1, p. 133); a hadith (Part 1, p. 115) and Suras 4:94 (Part 1, p. 389) and 9:122 (Part 2, p. 479) add “Jihad”; and, Sura 2:208 adds obedience to Islamic Law (Part 1, p. 141). Sura 4:95 teaches that Muslims who participate in Jihad are more valued by Allah and will receive greater rewards in Paradise (Part 1, p. 391). Two hadiths (Part 2, pp. 449, 453) affirm that being killed (martyred) in battle against non-Muslims brings the highest rewards in Paradise.

Evidence indicates that aggressiveness towards non-Muslims is an organizational value and that before “declaring war against” non-Muslims, the disbelievers must be

invited to Islam. A chapter note states, “The invitation to Islam is essential before declaring war” (Part 4, p. 255). Hatred of Christian and Jews as an organizational value is evident in Muhammad’s final words “on his deathbed.” As recorded in the hadiths, Muhammad stated, “May Allah’s Curse be on the Jews and the Christians for they built places of worship at the graves of their Prophets” (Part 3, p. 131). Sura 4:104 encourages Muslims to continue their pursuit of non-Muslims when participating in fighting battles with disbelievers (Part 1, p. 410) and Sura 8:45 encourages Muslims to “take a firm stand against...enemy [non-Muslims] forces” (Part 2, p. 282). A hadith substantiates the importance of participating in Jihad as an organizational value. Regarding the reasons to fight non-Muslims, Muhammad stated, those who fight “that...Allah’s religion of Islamic Monotheism be superior” are the ones who fight for “Allah’s Cause” as opposed to those who fight “for fame” or to receive their share of “war booty” (Part 2, p. 448).

A hadith provides further insight into Islamic organizational values by explaining the elements of the “*Bai‘ah* Pledge” which is given by Muslims to their Islamic leaders.

The six elements are:

1. Not to join anything in worship with Allah.
2. Not to steal.
3. Not to commit illegal sexual intercourse.
4. Not to kill your children.
5. Not to utter slander intentionally forging falsehood (i.e., by making illegal children belonging to their husbands) or not to accuse an innocent person and to spread such an accusation among people.
6. Not to be disobedient (when ordered) to do *Ma‘ruf* (Islamic Monotheism and all other good deeds). (Part 1, p. 477)

Evidence indicates that rejecting Islamic organizational values has consequences. Being a hypocrite is one example. Islamic hypocrisy “An-Nifaq,” has six elements that includes being in contradiction with Muhammad, his teachings, and rejecting Shari‘a; hating Muhammad and his message “(Islamic Monotheism)”; and disliking that “Islamic Monotheism becomes victorious” (Part 1, p. 440). Suras 2:159 and 4:462 instruct that those who reject the value of total submission to Allah, Muhammad, and Islamic leaders will be “cursed by Allah” (Part 1, pp. 98, 462). A hadith enjoins Muslims from straying from Islamic beliefs and accepting non-Muslim religions and belief systems. To do so means Muslims become disbelievers (Part 1, p. 393). Another hadith instructs that being killed is the consequence for Muslims who convert to other religions (Part 1, p. 514). Evidence indicates Muslims are prohibited from taking non-Muslims as friends and counselors (Part 1, p. 523) and Sura 5:105 require Muslims to command the good and forbid the wrong to ensure Islamic organizational values are enforced. This means that Muslims are required to ensure other people adhere to the precepts of Islamic law (command the good) and prevent disbelievers from violating any aspect of Shari‘a (forbid the wrong) (Part 1, p. 566).

From an Islamic organizational perspective, Muhammad’s teaching, as quoted in a hadith, attests to the supremacy of three Islamic organizational values: praying the mandatory prayers; being respectful of and caring for parents; and, participating in “religious fighting” or “*Jihad*” (Part 2, p. 72) while another hadith provides different evidence that Muhammad said the top three values were believing in Allah and Muhammad, participating in jihad, and performing the Hajj or pilgrimage to Mecca (Part

6, p. 9). The remaining data points confirm the evidence of the Islamic organizational value attributes discussed.

*Controlling attributes: organizational clan control.* One hundred and twelve data points provide evidence of organizational clan control attributes (Table 32) or how Muslim behavior is controlled by the shared values, traditions, rituals, and beliefs of Islam. The organizational clan control attributes evidence range from Muslims' requirement to emulate Muhammad and command the good and forbid the wrong to personal hygiene and marriage restrictions. The evidence shows that Muslims are directed to emulate Muhammad in words and actions which means they are to follow the Sunna or Muhammad's legal ways (Part 4, p. 348). Hadith parables demonstrate the controlling attribute of commanding the good and forbidding the wrong. Hadiths instruct that in addition to avoiding breaking any tenets of Shari'a, Muslims "should prevent others from doing so; otherwise the whole society gets corrupted" (Part 1, p. 234).

Rejecting all religions except Islam is another controlling attribute: Muslims are not allowed to convert to other religions. Sura 3:85 elucidates that anyone who "seeks a religion other than Islam, it will never be accepted of him" (Part 1, p. 257). Sura 5:54 admonishes Muslims to stay in Islam or they will be punished (Part 1, p. 512) while Sura 2:217 teaches that Muslims who leave Islam will receive eternal punishment in Hell (Part 1, p. 145). Hadiths clarify that Muslims who befriend non-Muslims and agree with their points of view become disbelievers (Part 2, p. 314). Suras 2:73-75 warn Muslims of the punishments they will receive if they leave Islam (Part 4, pp. 216-217).

Table 32. Clan Control Attributes Matrix for “P” Translation

Internal Organizational Systems Attributes	
4.2.10. Clan Control	{Begin P1: 2:190[O1]; Hp124[O1]; 2:191[O1]; Nap124[O1]; Nbp124[O1]; Np126[O1]; Hp126[O1]; 2:193[O1]; 2:195[O6]; Hp127[O1]; 2:216[O1]; Hp144[O1]; Np144[O1]; 2:217[O6]; Hp145[O6]; Hp175[O6]; 2:246[O6]; Hp179[O6]; 3:85[O1]; Hp233[O2]; Hp436[O1]; 4:144[O1]; 4:171[O1]; Np512[O1]; 5:54[O1]; Hp513[O1]; Hp514[O1] End P1}; {Begin P2: Hp162[O1]; 7:52[O1]; Nbp169[O1]; Hp252[O1]; Np253[O1]; 8:65[O1]; Hp295[O1]; Np296[O1]; 8:65[O1]; 8:66[O1]; Hbp297[O1]; Hp299[O1]; Hp300[O1]; Hp314[O1]; Hp323[O1]; Hap324[O1]; Hbp324[O1]; Hap339[O1]; Hbp339[O1]; Hcp339[O1]; Np339[O1]; 9:36[O1]; 9:60[O1]; Np395[O1]; Hp395[O1]; Hcp419[O1]; End P2}; {Begin P3: Np116[O1]; Hdp146[O2]; Hap172[O1]; Hbp172[O1]; Np226[O1]; Hp226[O1]; Hap227[O6]; Hbp227[O6]; Hcp227[O6]; Hp228[O1]; Hp229[O1] End P3}; {Begin P4: Hp180[O1]; 17:73[O1]; 17:74[O1]; 17:75[O1]; 17:78[O1]; Hp221[O2]; Hp330[O1]; Hp348[O1] End P4}; {Begin P5: Hp162[O1]; Hp164[O1]; 24:2[O1]; Hp225[O1]; Hap226[O1]; Hbp226[O1]; Hap228[O1]; Hbp228[O1]; Hap229[O1]; Hbp229[O1]; Hcp229[O1]; 24:3[O1]; 24:4[O1]; 24:6[O1]; 24:31[O1]; Hp266[O1]; Np275[O1]; 24:60[O1]; 24:61[O1]; Hp345[O2]; Ndp448[O1] End P5}; {Begin P6: Hp20[O4]; 30:18[O1]; Hap94[O1]; Hbp94[O1]; Hcp94[O1]; 31:6[O5]; Hap239[O2]; 33:49[O1]; 33:59[O1] End P6}; {Begin P7: 47:21[O2]; 47:25[O2]; 49:2[O1]; 49:3[O1] End P7}; {Begin P8: 58:14[O1]; Hp251[O2]; Hcp331[O2] End P8}; {Begin P9: 88:22[O1]; 88:23[O1]; 88:24[O1]; Hp259[O1]; Np459[O1] End P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

The evidence demonstrates that murdering Muslims who leave their faith is legally sanctioned. Muhammad taught there were only three reasons Muslims could kill other Muslims and one of those reasons was apostasy: Muhammad taught (as recorded in the hadiths), that apostates including those who attempt to introduce new ideas into Islam, may be legally killed (Part 4, p. 280). He also taught that it was legal to murder young Muslims who leave Islam. As recorded in the hadiths, Muhammad demanded that ““young people”” who leave Islam be killed ““wherever”” they are found and ““there will be a reward for their killers on the Day of Resurrection”” (Part 1, p. 436). In a different

hadith, Muhammad is quoted as saying, “if...a Muslim discards his religion, kill him” (Part 2, p. 299). A chapter note states, “a female apostate (who reverts from Islam), should be killed” and another hadith quoting Muhammad instructs, “whoever changes his Islamic religion, then kill him” (Part 1, pp. 512-513). The evidence shows that murdering Muslims who pray incorrectly and fail to properly perform the Islamic prayer rituals may be killed as disbelievers (Part 2, p. 252).

The evidence indicates that Jihad is another organizational clan control attribute. Sura 2:190, which was the first verse Muhammad received regarding jihad, commands Muslims to participate in jihad and “fight in the way of Allah” against non-Muslims, including former Muslims (Part 1, pp. 123-124). Sura 9:36 supplements Sura 2:190 and provides further evidence on fighting disbelievers (Part 2, p. 367) as do hadiths and notes (Part 1, pp. 123-127) while Sura 2:191 commands Muslims to “kill [disbelievers] wherever” they are found (Part 1, p. 125). Sura 2:193 directs Muslims to continue fighting until all disbelief is eradicated (Part 1, p. 126).

Sociocultural clan control attributes are evident in the suras and hadiths. Sura 31:6 shows that Muslims may not engage in music and singing (Part 6, p. 131). Sura 33:49 prescribes mandatory behavior for Muslim men when they marry and subsequently divorce their wives, based on whether that had sexual intercourse with their wives (Part 6, p. 257). Hadith evidence demonstrates that Muslims’ sexual behavior is controlled. Married people who commit adultery are killed and single people who have sexual intercourse with other single Muslims are flogged (Part 5, pp. 228-229). Muslim men were taught by Muhammad that using “coitus interrupts” during sexual intercourse with slaves is not advisable because impregnating them is more important (Part 6, p. 239).

Participating in Islamic prayers is a mandatory obligation for Muslims, as instructed in the hadiths (Part 3, pp. 172-173) and Suras 2:78 (Part 4, p 217). This obligation includes attending the weekly congregational prayer for men. In addition to the mandatory prayers, Muslims are commanded to perform their prayer rituals in exactly the same manner as Muhammad (Part 4, p. 330). Muhammad also “ordered...[ Muslims] to remain silent” when praying (Part 5, p. 164).

Muslims have legal restrictions on how they should dress. A chapter note instructs that while praying, men must ensure they are covered from their navel to their knees and women must have their entire body covered except for their faces (Part 2, p. 169). Sura 24:31 restricts women from showing any parts of their bodies in public, to include keeping their eyes looking towards the ground (Part 5, p. 264) except for women who can no longer have children and “do not expect” to be married (Part 5, p. 299).

According to hadith evidence, Muslim women are restricted from traveling without permission from their husbands (Part 6, p. 20). Regarding evil Muhammad stated, “if at all there is evil omen, it is in a horse, a woman and a house” (Part 8, p. 331). Hadith evidence also demonstrates that Muslims are commanded to comply with personal hygiene restrictions. Muhammad instructed Muslims ‘to be circumcised, to shave the public hair, to depilate...the hair of the armpits, to cut short the moustaches...to clip the nails” and to avoid cutting the beard (Part 6, p. 94). The remaining data points confirm the evidence of the organizational clan control attributes discussed.

*Internal stakeholder attributes.* No evidence was found (Table 33) indicating “internal stakeholder” attributes exist in Islamic Law.

Table 33. Internal stakeholders attributes matrix for “P” translation

Internal Organizational Systems Attributes	
5. Internal Stakeholders	
5.1. Employees	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
5.2. Employee Groups	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
5.3. Owners	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

*External environments attributes.* Four hundred sixty six data points (Tables 34-38) demonstrate the external environmental aspects of Islamic Law; 65% of the external environmental attributes evidence from this translation is found in explanatory hadiths and notes that illuminated the meaning and intent of the 114 suras and the more than 6,200 verses of the Qur’an. Thirty two data points provide evidence of organizational competitive environments attributes (Table 34) and 123 data points present evidence of organizational macroenvironment attributes (Table 35).

Table 34. Competitive environments attributes matrix for “P” translation

External Organizational Systems Attributes	
6. Environments	
6.1. Competitive	
6.1.1. Buyers & Suppliers	{No evidence in P1}; {Begin P2: Np195[O2]; Hap195[O2]; Hbp195[O2] End P2}; {Begin P3: Np158[O1]; Hap158[O1]; Hbp158[O1]; Hp160[O1] End P3}; {Begin P4: Hap73[O1]; Hbp73[O1]; Hp185[O1] End P4}; {Begin P5: Hap281[O1]; Hbp281[O1]; Hp397[O1]; Hp414[O5] End P5}; {Begin P6: Hp110[O5]; Np111[O1]; Hp112[O1] End P6}; {No evidence in P7, P8}; {Begin P9: 83:1[O5]; 83:2[O1]; 83:3[O1]; 83:4[O1]; Dbp416[O1]; Dd420[O1]; Dap424[O1]; Dbp424[O1]; Dbp425[O1]; Dap426[O1]; Ddp426[O1]; Dep426[O1]; Dp428[O1]; Dbp433[O1]; Np459[O1] End P9}
6.1.2. Competitors	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
6.1.3. Labor Market	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.



*External environments attributes: buyers and sellers competitive environments.*

The “buyers and sellers attributes indicate that when conducting business transactions, buyers and sellers should ensure fairness in their dealings. Suras 83:1-83:4 (Part 9, p 209) and hadiths show that Islamic sellers are directed to provide accurate measurements for the goods being sold and buyers are told to “let the seller” measure and weigh the goods (Part 2, p. 195; Part 3, p. 158). Muhammad is recorded as saying, “when [Muslims] buy something, say (to the seller), ‘No deception’” (Part 3, p. 160) and “Measure your foodstuff and you will be blessed” (Part 4, p. 185).

Hadiths demonstrate to buyers and sellers when transactions are finalized (Part 5, p. 281) and the consequences of being a merchant and repurchasing goods for a lower price than the original sales price and being involved in agriculture rather than participating in jihad. Hadiths testify that Muhammad instructed that Muslims will be humiliated by Allah if they failed to participate in jihad (Part 5, p. 397). In addition to providing legal guidance to Muslims when conducting business transactions, Muhammad also restricted trade. For example, hadith evidence certifies that buying and selling alcohol “is illegal” (Part 6, p. 111).

*External environments attributes: global macroenvironment.* Sura 9:33 provides evidence that Islam is intended to be a meta-religion; to be made “superior over all religions” (Part 2, p. 362). Sura 8:73 provides evidence of the manner in which Islam attempts to influence the global environment by warning disbelievers that Muslims are exhorted to unite as one world “block” or nation under the leadership of a single caliph or “chief Muslim ruler for the whole Muslim world” to establish “Islamic Monotheism” in

all countries to promote world peace, prevent wars and abolish all religions except Islam (Part 2, pp. 316). Explanatory notes and hadiths support this evidence.

Expounding on Sura 8:73, an explanatory note explains jihad “is one of [the] pillars” of Islam and that “Islam cannot be established except with Jihad” Furthermore, this note states that Muslims should be “equipped with the latest modern weapons” to ensure they are victorious and are able to establish Islamic Law in all countries (Part 2, pp. 317-318). Hadiths further testify that Muhammad ordered Muslims to approach all nations, offer the invitation to Islam, and “fight” non-Muslims until they either convert to Islam or Islamic Law is established in their countries and the citizens are forced to pay the non-Muslim poll tax (Part 2, pp. 350-351).

*External environments attributes: legal and regulatory environment.* Suras, notes and hadiths (Table 35) exhibit attributes on how Islam attempts to influence its external legal and regulatory environment. A chapter note explains that Muhammad declared that “the invitation to Islam is essential before declaring war” on non-Muslims and hadiths provide supporting documentation on this legal requirement (Part 4, pp. 254-256, 357). Hadiths record Muhammad’s letters he wrote to leaders of disbelieving nations inviting the non-Muslims to “embrace Islam” and establish Islamic Law as the rule of law in their countries (Part 4, pp. 254, 259-260). Suras 18:2 and 18:56 confirms the necessity of inviting disbelievers to Islam before declaring war (Part 4, pp. 276, 316). Sura 47:4 amplifies the legal requirement to continue fighting disbelievers, beheading them, taking survivors as slaves, and persisting in jihad until “the disbelievers...embrace Islam” (Part 7, p. 376).

*External environments attributes: international political environment.* Eighty data points (Table 35) provide evidence of international political environmental attributes. Sura 3:12 advises non-Muslims that they will be “defeated and gathered together in Hell” unless they become Muslims (Part 1, p. 215). Suras 2:19, 3:56 provides additional evidence (Part 1, pp. 217, 239); and explanatory notes and hadiths clarify that people in all nations are required to believe in Muhammad and convert to Islam in order to establish worldwide Islamic Monotheism (Part 1, pp. 217, 484; Part 2, pp. 7, 134). Sura 3:31 specifically instructs Muhammad to approach mankind with the message to convert to Islam (Part 1, p. 225) and other hadiths provide specific examples of this attribute (Part 4, pp. 254-255; 259).

Sura 9:33 instructs non-Muslims that Islam was established to supplant all world religions (Part 2, p. 362) while Sura 7:2 instructs non-Muslims to abandon their faith and convert to Islam (Part 2, p. 149). Suras 8:54 and 9:68 (Part 2, pp. 289, 401) and expanded notes on polytheism and disbelief (*shirk* and *kufr*) advise non-Muslims that “the unpardonable sin” is belief in the Christian concept of the Holy Trinity and if they don’t convert to Islam, they will be punished (Part 2, pp. 40-41). This is also labeled as one of the “seven great destructive sins” of mankind (Part 2, p. 124).

Suras 14:52, 16:2, and 98:5 demonstrate that mankind is “commanded” only to worship Allah (Part 3, p. 332; Part 4, p. 6; Part 9, p. 325). Hadith evidence shows that in addition to submission to Muhammad’s teaching, the conversion to Islam also requires adherence to Shari‘a, praying the five compulsory congregational prayers, and paying Zakat (Part 3, pp. 126, 332; Part 9, pp. 438-441).

Suras and hadiths also advise disbelievers that Muslims will carry out jihad against them until Islamic Monotheism is established. Disbelievers are counseled that the Muslim motivation for participating in jihad is the reward for being killed in battle against non-Muslims is Paradise (Part 2, pp. 182, 350-351; Part 7, p. 376; Part 8, p. 351; Part 9, p. 435). Sura 8:67 admonishes non-Muslims that a “great slaughter” will be made of Islam’s enemies (non-Muslims) when confronted in battle (Part 2, pp. 298-299). Hadiths provide additional evidence that “killing...infidels” is the organizational message intended to be delivered to non-Muslims unless they convert to Islam (Part 2, p. 299).

*External environments attributes: sociocultural.* In addition to the previous evidence discussed that also demonstrates sociocultural attributes, 26 data points (Table 35) demonstrate the external sociocultural attributes in Islamic Law. Suras and hadiths attest that Islam is to be established worldwide and only Allah may be worshiped (Part 1, p. 504; Part 2, pp. 124-126, 149; 250). Sura 9:33 establishes that Islam is superior to all religions (Part 2, p. 362) and Sura 8:73 advises that a caliph, as the world’s single Islamic leader, has the duty to lead Muslims in armed conflict against non-Muslims and establish Islamic Law throughout the world (Part 2, pp. 316-317). Hadiths testify that Muhammad taught that all humans are born Muslim and believers of Islamic Monotheism until “parents convert” them to other religions (Part 2, pp. 144-145; 243-244). Muslims are required to invite disbelievers to Islam. Sura 6:151 (Part 2, p. 122) and hadiths further testify to Muslim superiority whereby Shari’a prohibits disbelievers (and believers) from killing Muslims. However, Shari’a provides three exceptions when Muslims may kill other Muslims (Part 1, p. 504; Part 2, pp. 124-126, 149; 250; Part 2, p. 122).

Table 35. Macroenvironment Attributes Matrix for “P” Translation

External Organizational Systems Attributes	
6.2. Macroenvironment	
6.2.1. Global	{Begin P2: 8:73[O1]; Np316[O1]; Nap317[O1]; Nbp317[O1]; Hp350[O1]; 9:33[O1]; 9:66[O1] End P2}; {No evidence in P3, P4; P5, P6, P7, P8, P9}
6.2.2. Human Resource	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
6.2.3. Legal and Regulatory	{No evidence in P1, P2, P3}; {Begin P4: Hp254[O1]; Np255[O1]; Hp255[O1]; Hp256[O1]; Hp259[O1]; Hap260[O1]; 18:2[O1]; 18:56[O1]; Hp357[O1] End P4}; {No evidence in P5, P6}; {Begin P7: Hp22[O1]; 47:4[O1] End P7}; {No evidence in P8, P9}
6.2.4. Macroeconomic	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
6.2.5. Natural	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
6.2.6. Political	
6.2.6.1. International	{Begin P1: 3:12[O1]; Np217[O1]; 3:19[O1]; 3:31[O6]; 3:56[O6]; Hp255-256[O1]; Hp319[O1]; Np484[O1] End P1}; {Begin P2: Hp7[O1]; Hp9[O1]; Np40[O1]; Np43[O1]; Hp124[O1]; Hp125[O1]; Hp126[O1]; Np134[O1]; Hp144[O1]; Hp145[O1]; 7:3[O1]; Hp182[O1]; 7:70[O1]; Hp243[O1]; Np250[O1]; 8:54[O1]; Np296[O1]; 8:67[O1]; Hp299[O1]; 8:73[O1]; Np316[O1]; Nap317[O1]; Hp350[O1]; 9:33[O1]; 9:63[O1]; 9:66[O1]; 9:68[O1] End P2}; {Begin P3: Hp126[O1]; Hp332[O1]; 14:52[O1]; Hp363[O1] End P3}; {Begin P4: 16:2[O1]; Np58[O1]; Hp 254[O1]; Hp255[O1]; Hp256[O1]; Np255[O1]; Hp259[O1]; Hap260[O1]; Hp357[O1]; 18:3[O1]; 18:56[O1] End P4}; {No evidence in P5, P6}; {Begin P7: 47:4[O1] End P7}; {Begin P8: 65:11[O1]; Hp368[O1] End P8}; {Begin P9: 77:19[O1]; 77:24[O1]; 77:34[O1]; 77:37[O1]; 77:40[O1]; 77:45[O1]; 77:47[O1]; 77:49[O1]; 78:21[O1]; 78:22[O1]; 78:23[O1]; 78:24[O1]; 78:25[O1]; 78:26[O1]; 78:27[O1]; 78:30[O1]; 78:40[O1]; 82:14[O1]; 83:16[O1]; 84:22[O5]; 84:24[O5]; 85:19[O1]; 85:20[O1]; 98:5[O5]; 98:6[O1]; 108:3[O1]; Np435[O1]; Np438[O1] End P9}
6.2.6.2. National	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
6.2.6.3. Regional	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
6.2.7. Sociocultural	{Begin P1: 5:28[O6]; Hp494[O1]; Hp504[O1] End P1}; {Begin P2: Np40[O1]; Np41[O1]; Hp69[O1]; Hp124[O1]; Hp125[O1]; Hp126[O1]; Hp144[O1]; Hp145[O1]; 7:3[O1]; Hp182[O1]; Hp243[O1]; Np250[O1]; 8:54[O1]; Np296[O1]; 8:67[O1]; Hp299[O1]; 8:73[O1]; Nap316[O1]; Nap317[O1]; 9:33[O1] End P3}; {No evidence in P4}; {Begin P5: 21:18[O1] End P5}; {No evidence in P6, P7}; {Begin P8: 59:8[O1] End P8}; {Begin P9: Np459[O1] End P9}
6.2.8. Technological	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: See Table 6 for the data codes.

*External stakeholder and media attributes.* Two data points (Table 36) demonstrate financial community external stakeholder attributes of Islamic Law. No evidence was found that Shari‘a guides Islamic organizations in their use of external media opportunities. The note and hadith evidence will not be discussed for this section.

*Influencing corporate environments attributes.* There are 309 data points (Tables 37-38) demonstrating the attributes of how Islamic Law attempts to influence its external organizational environment. The data prove that Islamic Law incorporates competitive aggressiveness (101 suras and 80 hadiths) and public relations (93 suras and 31 hadiths) as the primary means to influence its external organizational environment.

*Influencing corporate environments attributes: competitive aggressiveness.* Sura 3:104 directs Muslims to force non-Muslims to adhere to Islamic Law by commanding the good and forbidding the wrong (Part 1, p. 267). Suras 6:157 and 11:109 warn non-Muslims that if they reject the invitation to become Muslims, they will be repaid “with an evil torment” by Muslims (Part 2, p. 133; Part 3, pp. 166-167). Sura 4:76 directs Muslims to engage in wars with non-Muslims until all disbelievers are converted to Islam (Part 1, p. 375) and hadith evidence records Muhammad’s words directing Muslims to fight non-Muslims and “bring them with chains on their necks till they embrace Islam” (Part 1, p. 268). Sura 4:91 commands Muslims to kill non-Muslims “wherever” found (Part 1, p. 384).

Sura 5:33 requires Muslims to kill non-Muslims “who wage war against Allah and His Messenger.” A chapter note elucidates that waging war “means to reject” Islam and obedience to Muhammad. In other words, accepting any religious faith other than Islam or having no faith is defined as being in a state of war against Islam (Part 1, pp.

491-492). Suras 4:115, 42:35, 48:13, and 75:36 instruct Muslims to punish anyone who opposes Muhammad and his teachings (Part 1, p. 417; Part 7, pp. 230-231, 427; Part 8, p. 204; Part 9, p. 130) while Sura 4:146 commands Muslims to “purify...[other] religions” by eradicating all religious faith and establish Islam as the world’s only religion (Part 1, p. 441). Suras 8:57, 40:85, and 41:27 tell Muslims to “punish...[disbelievers] severely in order to disperse those who are behind them, so that they may learn a lesson” (Part 2, p. 291; Part 7, pp. 171, 193) and Sura 8:67 encourages Muslims to make a “great slaughter” of non-Muslims (Part 2, p. 298).

Sura 22:39 provides explicit permission and authority for Muslims to fight non-Muslims (Part 5, pp. 129-130). Suras 9:11-14, 9:29, 9:36, 9:41, 9:44, 9:49, 9:73, 9:123, 10:73, 11:94, 15:4, 16:126, 17:16, 17:60, 18:59, 19:74, 20:128, 21:109, 22:25, 22:44-45, 22:48, 26:120, 26:172, 26:208, 27:58, 29:7, 31:7, 33:23, 33:26-27, 33:60, 34:38, 37:82, 42:15, 43:25, 43:48, 90:2 command Muslims to fight against disbelievers (Part 2, pp. 328, 381-381, 384, 405; Part 3, pp. 59, 162, 343; Part 4, pp. 126, 153, 203, 316, 407, 464; Part 5, pp. 70, 106, 134-135, 396, 400, 405, 432; Part 6, pp. 7-8, 135, 217, 220, 285-286, 330, 458; Part 7, pp. 221, 264, 273-274; Part 9, p. 270). Suras 9:38 and 9:41 elucidate that when Muslims are asked to “March forth in the Cause of Allah” regardless of whether they are old or young, rich or poor, they are being commanded to participate in jihad (Part 2, pp. 369, 381). Sura 58:11 adds that when Muslims are told to “rise up for...*Jihad*” they must begin fighting non-Muslims (Part 8, p. 211). Sura 47:4 dictates that when participating in “*Jihad*,” Muslims are to behead large numbers of disbelievers and persist in waging war “*Jihad*” against non-Muslims until all “disbelievers” convert to

Islam (Part 7, p. 376). In the definitions Appendix I, jihad is defined as armed conflict against non-Muslims in order to establish Islamic Monotheism (Part 9, p. 420).

Table 36. External stakeholder and media attributes matrix for “P” translation

External Organizational Systems Attributes	
7. External Stakeholders	
7.1. Customers	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
7.2. Financial Community	{No evidence in P1, P2, P3, P4; P5, P6, P7}; {Begin P8: Np177[O3]; Hp177[O3] End P8}; {No evidence in P9}
7.3. Government Agencies	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
7.4. Regulatory Agencies	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
7.5. Shareholders	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
7.6. Trade Associations	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
7.7. Unions	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
8. Media	
8.1. International	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}
8.2. National	{No evidence in P1, P2, P3, P4; P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Sura 17:105 encourages Muhammad to get Muslims to fight disbelievers (Part 4, p. 253). Hadith evidence attests to Muhammad’s actions encouraging Muslims to engage in armed conflict against non-Muslims (Part 1, p. 487; Part 2, pp. 182, 258, 370, 383, 419, Part 3, pp. 98, 229, 332; Part 4, pp. 100, 152, 238-239, 241, 255, 260-261, 313, 355, 357; Part 5, pp. 129-130, 423, 448; Part 6, pp. 9, 68). He stated that he was “ordered...to fight against” non-Muslims until they convert to Islam (Part 2, p 324, 367; Part 4, pp. 261, 314; Part 5, p. 323) and “eliminate” all disbelief (Part 8, p. 277). He further taught that “Jews” should be killed (Part 2, pp. 29, 352). As he was dying, Muhammad last words were, “May Allah’s Curse be on the Jews and the Christians” (Part 4, p. 131).



Table 37. Corporate environments aggressiveness attributes matrix for “P” translation

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin P1: Hp244[O6]; Hp268[O1]; 3:104[O1;O5]; 3:178[O6]; 4:76[O1]; 4:91[O1]; 4:115[O1]; 4:146[O1]; Hp487[O6]; 5:33[O1]; Np492[O1]; Hp516[O1] End P1}; {Begin P2): 6:6[O1]; Hp29[O1]; 6:151[O1]; 6:157[O1]; Hp182[O1]; 7:84[O6]; Hp258[O1]; 8:45[O1]; 8:57[O1]; Hap297[O1]; 8:67[O1]; Hp299[O1]; Np316[O1]; Nbp317[O1]; Hp323[O1]; Hap324[O1]; 9:11[O1]; 9:12[O1]; 9:13[O1]; 9:14[O1]; 9:29[O1]; Hp352[O1]; 9:36[O1]; Hp367[O1]; 9:38[O1]; Hbp370[O1]; 9:41[O1]; 9:44[O1]; Hp383[O1]; 9:49[O1]; 9:56[O1]; 9:60[O1]; 9:66[O1]; 9:72[O1]; 9:73[O1]; Hbp419[O1]; Hcp419[O1]; Hcp419[O1]; 9:123[O1]; End P2}; {Begin P3: Hap43[O1]; 10:73[O1]; Hp98[O1]; Np98[O1]; 11:94[O6]; 11:109[O1]; Hp229[O1]; Hp332[O1]; 15:4[O1]; 15:8[O1] End P3}; {Begin P4: Hp12[O1]; Hp53[O1]; Np58[O1]; Hp78[O1]; Hp100[O1]; 16:126[O1]; 17:5[O1]; Hp131[O1]; Hp152[O1]; 17:16[O1]; Hp160[O1]; Hp161[O1]; Np161[O1]; Hap181[O2]; 17:59[O1]; 17:60[O1]; Hp238[O1]; Np240[O1]; Np241[O1]; 17:105[O1]; Hap252[O1]; Hbp252[O1]; Hp254[O1]; Np255[O1]; Hp255[O1]; Hp259[O1]; Hap260[O1]; Hbp260[O1]; Hcp260[O1]; Hp261[O1]; Hbp313[O1]; Hp314[O1]; 18:59[O1]; Hp355[O1]; Hp357[O1]; 19:74[O6]; 19:86[O1]; 20:128[O1] End P4}; {Begin P5: 21:6[O1]; 21:9[O1]; 21:15[O1]; Hp69[O1]; 21:109[O1]; 22:25[O1]; Hp129[O1]; 22:39[O1]; Hp130[O6]; 22:44[O1]; 22:45[O1]; 22:48[O1]; Hp156[O2]; Hp323[O1]; Hp362[O1]; 26:49[O1]; 26:120[O1]; 26:172[O1]; 26:208[O1]; 26:214[O1]; Hp410[O1]; Hp423[O1]; 27:58[O1]; Nap448[O1]; Ndp448[O5]; 28:40[O1]; 28:59[O1] End P5}; {Begin P6: 29:4[O1]; 29:7[O1]; Hp9[O1]; Hp68[O1]; Hap108[O1]; Hbp108[O1]; 31:7[O1]; 33:23[O1]; 33:26[O1]; 33:60[O1]; 33:61[O1]; 34:38[O1]; 37:82[O1] End P6}; {Begin P7: Hp146[O1]; 40:85[O1]; 41:13[O1]; 41:27[O1]; 42:7[O1]; 42:15[O1]; 42:35[O1]; 43:25[O1]; 43:48[O1]; 44:3[O1]; 44:37[O1]; 45:11[O1]; 45:14[O1]; 47:4[O1]; 47:8[O1]; 48:13[O1]; 48:16[O1]; 48:29[O1] End P7}; {Begin P8: 54:16[O1]; 54:39[O1]; 58:5[O1]; Hp206[O1]; 58:11[O1]; 58:15[O1]; Hp246[O4]; Hp277[O1]; 62:8[O1]; 65:8[O1]; Hp368[O1] End P8}; {Begin P9: Hp9[O1]; 71:28[O1]; 75:36[O1]; Hp148[O1]; 76:31[O1]; 78:30[O1]; 84:24[O1]; 90:2[O1]; Hp385[O1]; Hp391[O1]; Db420[O1]; Dc420[O1]; Dcp424[O1]; Dp429[O1]; Np438[O1]; Np459[O1] End P9}
9.2. Competitive Pacifications	{Begin P1: 4:90[O1] End P1}; {No evidence in P2, P3}; {Begin P4: Hp302[O2]; Hap132[O1]; 18:56[O1] End P4}; {No evidence in P5, P6, P8, P9}

Notes: 1: Attribute numbers correspond with Table 9. Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Appendix III, written by the Chief Justice of Saudi Arabia, provides detailed elaboration on jihad and its import in expanding Islam and corroborates all of the

evidence in this section. The appendix verifies that “The Verses of the Qur’an and the *Sunna*...exhort Muslims greatly to take part in *Jihad*...that...*Jihad*...[is] obligatory...and Muslims...[are] not permitted to abandon ‘the fighting’ against...Pagans, Jews and Christians.” Furthermore, Muslims are prohibited from ceasing hostilities against non-Muslims for an indefinite period of time (Part 9, pp. 459-477). The appendix expounds that the Islamic “nation” is unique among world organizations because no other “organization...religious or non-religious” requires all of its citizens to perform “active military service...*Jihad*” for the sole purpose of establishing Islamic Monotheism. Also, it is “absolutely obligatory upon the Islamic Nation...to propagate...Islam. Moreover, Muslims are ordered to obtain and train in modern military weapons, including “tanks, missiles, artillery, airplanes...ships...etc” to prepare for their battles with non-Muslims (Part 9, pp. 469-477).

Finally, Suras 19:86, 21:15, and 33:61 encapsulate the sura, hadith, note, and appendix evidence on the command to fight and kill non-Muslims. Sura 19:86 states, “And We shall drive the...disbelievers...to Hell” (Part 4, p. 419); Sura 21:15 states, “And that cry of theirs ceased not, till We made them as a field that is reaped, extinct (dead) (Part 5, p. 9); and, Sura 33:61 states, “Accursed, they shall be seized wherever found, and killed with a (terrible) slaughter” (Part 6, p. 287).

*Influencing corporate environments attributes: competitive pacifications.* Four data points (Table 37) demonstrate competitive pacification attributes of Islamic Law. The note and hadith evidence will not be discussed for this section.

*Influencing corporate environments attributes: public relations.* There are 124 data points providing evidence of public relations attributes in Islamic Law. In addition to

the public relations aspects of the evidence discussed in the previous sections, Sura 4:79 discloses Muhammad's mission was to warn "mankind" and fight non-Muslims until they convert to Islam (Part 1, p. 377). According to hadith evidence, "Abu Bakr," the first caliph following Muhammad's death, testified that as the Islamic world leader and Muhammad's successor, he too was "ordered to fight" non-Muslims until they convert to Islam (Part 2, p. 324). Suras 14:52 and 17:105 further support this message that the "Qur'an is a Message" for all nations so "they may be warned" that they are required to convert to Islam or burn in "Hell-fire" (Part 3, p. 332; Part 4, p. 253). If non-Muslim nations refuse to enter Islam after receiving a warning, Sura 17:16 attests that the disbelievers will be completely destroyed (Part 4, p. 153) and Muhammad directed that "The invitation to Islam is essential before declaring war" (Part 4, p. 255).

Suras 9:2 and 9:3 tell disbelievers there are "four months" when Muslims will not attack them; however, if they do not "repent" and convert, they will be attacked (Part 2, pp. 320-321). Sura 9:5 expounds that after the Islamic "Sacred Months (the 1<sup>st</sup>, 7<sup>th</sup>, 11<sup>th</sup>, and 12<sup>th</sup> months) have passed, Muslims are commanded to "kill" the disbelievers "wherever" found (Part 2, p. 322) unless, according to Sura 9:11, the disbelievers "repent...and accept Islamic Monotheism" (Part 2, p. 326). And once defeated, those who refuse to convert to Islam will be required to pay the non-Muslim pool tax (Part 1, p.238; Part 2, p. 326)

Table 38. External public relations attributes matrix for “P” translation

External Organizational Systems Attributes	
9.3. Public Relations	{Begin P1: Np238[O1]; Hp291[O2]; 4:79[O6]; Hp506[O1]; 5:51[O1]; 5:53[O1]; End P1}; {Begin P2: Hp7[O1]; 6:21[O1]; Hp25[O1]; Hp31[O1]; Hp129[O2]; 7:36[O1]; 8:67[O1]; 9:2[O1]; 9:3[O1]; 9:5[O1]; Hp323[O1]; Hap324[O1]; 9:11[O1]; 9:68[O1] End P2}; {Begin P3: Hp260[O1]; Hp262[O1]; Np279[O1]; 14:52[O1]; Hp332[O1]; 15:4[O1] End P3}; {Begin P4: Np58[O1]; 16:104[O1]; Hp131[O1]; 17:15[O1]; 17:16[O1]; 17:59[O1]; 17:60[O1]; Hp239[O1]; 17:105[O1]; Np255[O1]; Hp256[O1]; Hp259[O1]; Hap260[O1]; 18:2[O1]; 18:4[O1]; 20:128[O1] End P4}; {Begin P5: 21:6[O1]; 21:18[O1]; 23:76[O1]; 23:77[O1]; 28:59[O1] End P5}; {Begin P6: Hp44[O1]; Hp65[O1]; 33:57[O1]; 33:64[O1]; 35:7[O1]; 35:24[O1]; 35:26[O1]; 35:36[O1]; 35:42[O1]; Hp399[O1]; 36:70[O1]; 37:38[O1] End P6}; {Begin P7: Hp126[O1]; 40:60[O1]; 40:62[O1]; 40:84[O1]; 41:6[O1]; 41:41[O1]; 42:21[O1]; 42:22[O1]; 42:26[O1]; 43:56[O1]; 43:74[O1]; 44:3[O1]; 45:8[O1]; 46:27[O1]; 46:35[O1]; 47:8[O1]; 47:13[O1]; 47:20[O1]; 47:34[O2]; 48:6[O1]; 48:13[O1] End P7}; {Begin P8: 58:15[O1]; 58:20[O1]; 59:4[O1]; 61:7[O1]; 62:6[O1]; 64:10[O1] End P8}; {Begin P9: 72:23[O5]; Hp97[O5]; 75:34[O1]; 75:35[O1]; 76:31[O1]; 77:19[O1]; 77:24[O1]; 77:34[O1]; 77:37[O1]; 77:40[O1]; 77:45[O1]; 77:47[O1]; 77:49[O1]; 78:21[O1]; 78:22[O1]; 78:23[O1]; 78:24[O1]; 78:25[O1]; 78:26[O1]; 78:27[O1]; 78:30[O1]; 78:40[O1]; 81:19[O1]; 82:14[O1]; 83:16[O1]; 84:22[O5]; 84:24[O5]; 85:19[O1]; 85:20[O1]; 98:5[O5]; 98:6[O1]; 108:3[O1]; Dap421[O1]; Dap425[O1]; Np435[O1]; Np438[O1]; Np459[O1] End P9}
9.4. Legal Action	{No evidence in P1, P2, P3, P4, P5, P6, P7, P8, P9}
9.5. Political	{No evidence in P1, P2, P3, P4, P5, P6, P7, P8, P9}

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix 3. 2: See Table 6 for the data codes.

Sura 5:53 gives the message that non-Muslims will be fought and defeated unless they convert to Islam (Part 1, pp. 511-512). Sura 62:6 is instructive for the message Muslims are required to provide to Jews. It states, “Say... ‘O you Jews! If you pretend that you are friends of Allah, to the exclusion of (all) other mankind, then long for death if you are truthful’” (Part 8, p. 296). Sura evidence (7:36, 9:68, and 16:104) articulates that non-Muslims will burn in “Hell Fire” (Part 2, pp. 172, 401; Part 4, p. 87) and receive a “painful torment”; and hadiths attest that Muhammad promised Muslims they will enter Paradise if they follow him and non-Muslims will be severely punished (Part 2, pp. 25,

68; Part 3, p. 87). Sura 43:56 shows that harsh punishment was designed as a “precedent” and an example for future generations of what the consequences will be if non-Muslims refuse to worship Allah and submit to Islamic Law (Part 7, p. 275). Multiple suras and hadith substantiate the public relations attributes evidence discussed (See Table 38).

#### *First Alternate Translation of the Qur’an*

Ali’s (2005) *The Meanings of the Illustrious Qur’an: With Footnotes and an Introduction to the Qur’an* was the first alternate translation analyzed. There are 744 data points discovered in this translation: 12 data points demonstrate the open-closed system attributes and 732 data points demonstrate the organizational attributes of Islamic Law, which confirms the evidence found in the primary translation. Considering this case consisted of only one volume and 644 pages compared to the primary case’s nine volumes and 4,345 pages of text, explanatory note evidence for the open closed systems attributes accounts for only 33.3% of the evidence in this translation and for only 4.5% of the organizational attributes evidence. Due to the surprisingly large volume of evidence accumulated in the overall case, no discussion will be made for the attributes uncovered in this translation; however, Tables 39-46 are provided to enable readers to verify the veracity of the researcher’s assertion that the evidence in this translation supports the evidence in the primary translation.

#### *Second Alternate Translation of the Qur’an*

Cleary’s (2004) *The Qur’an: A New Translation* was the second alternate translation analyzed. There are 957 data points discovered in this translation: 20 data points demonstrate the open-closed system attributes and 937 data points demonstrate the organizational attributes of Islamic Law, which confirms the evidence found in the

primary translation. This case, consisting of only one volume and 301 pages, had no explanatory notes supporting the previous data: suras accounted for 100% of the evidence. Due to the surprisingly voluminous amount of data accumulated in the overall case, no discussion will be made for the attributes uncovered in this translation; however, Tables 47-57 are provided to enable readers to verify the veracity of the researcher's assertion that the evidence in this translation supports the evidence in the primary translation.

Table 39. Leading Attributes matrix for “A1” translation

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committee	{No evidence in A1}
1.1.2. Formal	
1.1.2.1. Downward	{Begin A1: 4:59[O1]; 26:110[O1]; 26:125[O1]; 26:126[O1]; 26:143[O1]; 26:143[O1]; 26:150[O1]; 26:162[O1]; 26:163[O1]; 26:179[O1]; 39:9[O1]; 48:29[O1]; 53:10[O1]; 72:23[O5] End A1}
1.1.2.2. Upward	{No evidence in A1}
1.1.2.3. Horizontal	{No evidence in A1}
1.1.3. Informal Grapevine	{No evidence in A1}
1.1.4. Public Relations Policy	{No evidence in A1}
1.2. Motivating Employees	{Begin A1 3:157[O1]; 3:162[O1]; 4:57[O1]; 4:69[O1]; 4:74[O6]; 4:89[O1]; 4:122[O1]; 4:141[O1]; 5:9[O1]; 5:10[O1]; 5:11[O1] End A1}
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	Begin A1: 5:89[O1]; 8:45[O1]; 8:60[O1]; 9:5[O1]; 9:11[O1]; 9:36[O1] End A1}
1.3.2. Barriers to Decision Making	{Begin A1: NpXXVI[O5]; 2:104[O5]; 4:34[O1]; 5:101[O5]; 33:36[O5]; 33:53[O5]; 33:53[O5]; 39:9[O1]; 58:13[O1]; 59:7[O1]; 61:11[O1]; 64:12[O5]; 72:23[O5] End A1}
1.4. Sources of Power	
1.4.1. Coercive	{Begin A1: 8:52[O6]; 8:55[O1]; 9:3[O1]; 9:39[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; 9:119[O1]; 39:16[O1] End A1}
1.4.2. Expert	{Begin A1: 4:170[O1]; 7:62[O1] End A1}
1.4.3. Legitimate	{Begin A1: NpVIII[O1]; NpX[O1]; NpXXIII[O6]; NpXXIV[O6]; 3:132[O1]; 3:164[O1]; 3:179[O1]; 4:59[O1]; 4:80[O1]; 4:136[O1]; 5:19[O1]; 5:92[O1]; 7:158[O1]; 8:65[O1]; 9:33[O1]; 9:128[O1]; 10:109[O1]; 12:2[O1]; 12:3[O1]; 17:9[O1]; 17:83[O1]; 17:105[O1]; 20:2[O1]; 21:106[O1]; 22:78[O1]; 24:56[O1]; 25:6[O1]; 26:107[O1]; 26:110[O1]; 26:125[O1]; 26:126[O1]; 26:143[O1]; 26:162[O1]; 26:163[O1]; 26:179[O1]; 33:6[O1]; 33:40[O1]; 36:2[O1]; 37:170[O1]; 43:3[O1]; 43:44[O1]; 46:31[O1]; 48:28[O1]; 48:29[O1]; 49:7[O1]; 50:1[O1]; 53:10[O1]; 54:17[O1]; 54:22[O1]; 55:2[O1]; 56:77[O1]; 56:78[O1]; 57:4[O1]; 58:3[O2]; 58:4[O2]; 59:7[O1]; 59:21[O1]; 60:10[O1]; 61:9[O1]; 61:11[O1]; 64:8[O1]; 65:1[O1]; 65:2[O1]; 65:4[O1]; 65:6[O2]; 65:10[O1]; 66:5[O1]; 72:23[O5]; 73:15[O1]; 76:23[O1] End A1}
1.4.4. Reward	{Begin A1: 9:20[O1]; 9:38[O1]; 9:44[O1]; 9:52[O1]; 9:56[O1]; 9:72[O1]; 9:88[O1]; 9:100[O1]; 9:111[O1]; 9:128[O1]; 14:2[O1]; 14:23[O1]; 22:14[O1]; 52:17[O1]; 52:18[O1]; 52:19[O1]; 52:20[O1]; 52:21[O1]; 52:22[O1]; 52:23[O1]; 52:24[O1]; 52:25[O1]; 57:7[O1] End A1}
1.4.5. Referent	{No evidence in: P1, P2, P3, P4; P5, P6, P7, P8, P9; A1}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix

1. 2: See Table 6 for the data codes.

Table 40. Planning and organizing attributes matrix for “A1” translation

Internal Organizational Systems Attributes	
<b>2. Planning</b>	
2.1. Vision	{Begin A1: NpVIII[O1]; NpXI[O1]; NpXII[O6]; NpXXIII[O6]; NpXXIV[O6]; 2:193[O1]; 4:65[O1]; 4:79[O1]; 4:146[O1]; 8:39[O1]; 9:3[O1]; 9:5[O1]; 9:33[O1]; 9:71[O1]; 16:125[O1]; Np365[O1]; 30:30[O1]; 48:28[O1]; 61:9[O1]; 98:5[O1] End A1}
2.2. Mission	{Begin A1: NpX[O1]; NpXII[O6]; 2:277[O1]; 3:144[O1]; 3:164[O1]; 4:79[O1]; 5:19[O1]; 5:99[O1]; 6:131[O1]; 7:158[O1]; Nap154[O1]; Nbp154[O1]; 8:1[O1]; 8:38[O1]; 8:39[O1]; 8:41[O1]; 8:65[O1]; 8:69[O1]; 9:5[O1]; 9:11[O1]; 9:26[O1]; 9:29[O1]; 9:33[O1]; 9:73[O1]; 14:44[O1]; 16:125[O1]; 17:105[O1]; 19:97[O1]; 22:41[O1]; 22:78[O1]; 23:4[O1]; 24:56[O1]; 26:115[O1]; 26:125[O1]; 26:126[O1]; 26:143[O1]; 26:150[O1]; 26:162[O1]; 26:163[O1]; 26:179[O1]; 27:76[O1]; 29:18[O1]; Np365[O1]; 31:4[O1]; 33:27[O1]; 40:18[O1]; 46:31[O1]; 58:13[O1]; 59:7[O1]; 66:9[O1]; 94:7[O1]; 98:5[O1] End A1}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin A1: 8:38[O1]; 16:36[O1] End A1}
2.3.2. Strategic Objectives	{Begin A1: 2:43[O1]; 2:83[O1]; 2:110[O1]; 2:177[O1]; 4:162[O1]; 16:82[O1]; 41:17[O1]; 59:6[O1]; 59:7[O1] End A1}
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental	
Functional	{Begin A1: 9:122[O1] End A1}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in A1}
3.1.2.2. Geographic	{No evidence in A1}
3.1.2.3. Product	{No evidence in A1}
3.1.3. Matrix	{No evidence in A1}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority	{Begin A1: 2:119[O1]; 2:143[O6]; 3:132[O1]; 4:59[O1]; 4:136[O1]; 8:46[O1]; 26:110[O1]; 26:150[O1]; 26:162[O1]; 26:163[O1]; 26:179[O1]; 33:36[O5]; 33:53[O5]; 39:9[O1]; 39:16[O1]; 39: 46:31[O1]; 47:33[O2]; 48:10[O1]; 64:12[O1] 72:23[O5] End A1}
3.2.1.2. Decentralization of Authority	{No evidence in A1}
3.2.1.3. Delegation of Authority	{No evidence in A1}
3.2.1.4. Line Authority	{No evidence in A1}
3.2.1.5. Functional	{No evidence in A1}
3.2.1.6. Unity of Command	{No evidence in A1}
3.2.1.7. Span of Control	{No evidence in A1}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.



Table 41. Controlling attributes matrix 1 for “A1” translation

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No evidence in A1}
4.1.2. Financial	{Begin A1: 3:130[O15]; 30:39[O5] 9:60[O10; End A1}
4.1.3. Legal	{Begin A1: NpIV[O6]; NpXIV[O6]; 2:177[O1]; 2:180[O1]; 2:181[O5]; 2:182[O1]; 2:213[O3]; 2:228[O1]; 2:229[O1]; 2:230[O1]; 2:231[O1]; 2:232[O1]; 2:234[O1]; 2:236[O1]; 2:237[O1]; 2:240[O2]; 2:275[O5]; 2:280[O2]; 2:282[O1]; 2:283[O1]; 4:2[O1]; 4:9[O1]; 4:11[O1]; 4:12[O1]; 4:33[O1]; 4:35[O1]; 4:161[O1]; 4:176[O1]; 5:4[O1]; 5:38[O1]; 5:96[O1]; Nap154[O1]; 17:34[O5]; 17:35[O1]; 33:51[O5] End A1}
4.2. Corporate Culture Control	
4.2.1. Aggressive	{Begin A1: 2:216[O1]; 2:217[O6]; 2:190[O1]; 2:193[O1]; 2:211[O5]; 2:228[O1]; 2:246[O6]; 3:82[O1]; 3:85[O1]; 3:177[O5]; 4:15[O1]; 4:19[O5]; 4:34[O1]; 4:89[O1]; 4:115[O5]; 8:65[O1]; 9:45[O1]; 9:60[O1]; 16:106[O5]; 17:75[O1]; 24:2[O1]; 24:4[O1]; 24:6[O1]; 24:60[O1]; 33:51[O1]; 33:53[O5]; 33:57[O5]; 34:16[O5]; 48:13[O5]; 58:3[O2]; 58:4[O5]; 60:1[O5]; 70:29[O1]; 70:30[O1]; 88:22[O1]; 88:23[O1]; 88:24[O1] End A1}
4.2.2. Artifacts	{Begin A1: 2:43[O1]; 2:176[O1]; 2:185[O1]; 2:196[O1]; 4:105[O1]; 4:113[O1]; 4:136[O1]; 4:140[O1]; 6:19[O1]; 6:92[O1]; 6:155[O1]; 12:2[O1]; 12:3[O1]; 13:37[O5]; 17:83[O1]; 17:105[O1]; 19:97[O1]; 20:2[O1]; 21:106[O1]; 22:41[O1]; 22:78[O1]; 23:4[O1]; 24:56[O1]; 25:6[O1]; 31:4[O1]; 36:2[O1]; 37:170[O1]; 39:28[O1]; 43:3[O1]; 43:44[O1]; 47:2[O5]; 50:1[O1]; 54:17[O1]; 54:22[O1]; 56:77[O1]; 56:78[O1]; 58:13[O1]; 60:1[O5]; 61:11[O1]; 64:8[O1]; 68:37[O1]; 76:23[O1]; Np590[O1] End A1}
4.2.3. Behavioral Patterns	{Begin A1: 2:43[O1]; 3:85[O1]; 3:90[O1]; 4:92[O1]; 4:93[O5]; 8:65[O1]; 8:67[O1]; 8:72[O1]; 9:20[O1]; 9:39[O1]; 9:41[O1]; 9:44[O1]; 9:71[O1]; 9:111[O1]; 9:123[O1]; 17:33[O5]; 14:23[O1]; 22:39[O1]; 22:78[O1]; 23:1[O1]; 23:2[O1]; 23:3[O1]; 23:5[O1]; 24:2[O1]; 24:56[O1]; 24:60[O1]; 29:62[O1]; 31:4[O1] 39:9[O1]; 47:4[O1]; 47:7[O1]; 57:4[O1]; 60:9[O5]; 61:4[O1]; 63:4[O1]; 65:1[O1]; 66:9[O1]; 68:8[O5] End A1}
4.2.4. Outcome Orientation	{Begin A1: 2:82[O1]; 3:172[O1]; 3:179[O1]; 4:57[O1]; 4:74[O1]; 4:100[O1]; 4:122[O1]; 9:72[O1]; 9:100[O1]; 9:111[O1]; 11:108[O1]; 18:2[O5]; 18:31[O1]; 18:107[O5]; 22:23[O1]; 23:10[O1]; 23:11[O1]; 29:62[O1]; 35:7[O1]; 42:22[O1]; 47:12[O1]; 48:29[O1]; 52:17[O1]; 52:18[O1]; 52:19[O1]; 52:20[O1]; 52:21[O1]; 52:22[O1]; 52:23[O1]; 52:24[O1]; 52:25[O1]; 55:70[O1]; 55:72[O1]; 56:15[O1]; 56:22[O1]; 60:8[O5]; 61:12[O1]; 65:11[O1]; 66:8[O1]; 74:40[O1]; 76:12[O1]; 76:13[O1]; 76:14[O1]; 76:15[O1]; 76:16[O1]; 76:17[O1] End A1}
4.2.5. Passive	{Begin A1: 2:256[O6]; 3:20[O6]; 4:90[O1]; 5:28[O6]; 8:61[O2] End A1}
4.2.6. Stability	{No evidence in A1}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 42. Controlling Attributes Matrix 2 for “A1” Translation continued

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2.7. Strength	
4.2.7.1. Strong	{Begin A1: 2:187[O1]; 2:196[O1]; 2:221[O5]; 2:222[O5]; 2:228[O1]; 2:229[O1]; 2:230[O1]; 2:231[O1]; 2:232[O1]; 2:233[O1]; 2:236[O1]; 4:16[O1]; 4:59[O1]; 5:3[O5]; 5:6[O1]; 17:32[O5]; 24:2[O1]; 24:3[O5]; 24:31[O1]; 24:60[O1]; 31:4[O1]; 33:32[O1]; 33:33[O1]; 33:36[O5]; 58:3[O5]; 58:4[O5]; 61:4[O1]; 61:11[O1]; 63:4[O1]; 65:1[O1]; 66:5[O1] End A1}
4.2.7.2. Weak	{No evidence in A1}
4.2.8. Team Orientation	{Begin A1: 4:92[O1]; 4:93[O1]; 4:144[O5]; 4:171[O1] 49:10[O1]; 49:11[O5]; 49:12[O1] End A1}
4.2.9. Values (Organizational)	{Begin A1: NpXIII[O6]; 2:43[O1]; 4:34[O1]; 4:92[O1]; 4:93[O1]; 4:95[O1]; 5:3[O5]; 5:6[O1]; 7:33[O5]; 8:16[O5]; 8:27[O5]; 8:67[O1]; 8:72[O1]; Np163[O1]; 9:19[O1]; 9:29[O1]; 9:39[O1]; 9:41[O1]; 9:44[O1]; 9:71[O1]; 9:88[O1]; 9:111[O1]; 9:123[O1]; 9:128[O1]; 16:126[O1]; 17:32[O5]; 17:33[O5]; 17:78[O1]; 22:39[O1]; 22:78[O1]; 23:1[O1]; 23:2[O1]; 23:3[O1]; 23:5[O1]; 24:3[O5]; 24:31[O1]; 24:60[O1]; 31:4[O1]; 33:32[O1]; 33:33[O1]; 33:36[O5]; 33:53[O5]; 39:9[O1]; 47:4[O1]; 57:4[O1]; 60:1[O5]; 61:4[O1]; 63:4[O1]; 64:8[O1]; 65:1[O1]; 65:10[O5]; 66:9[O1]; Np543[O1]; 68:8[O5] End A1}
4.2.10. Clan Control	{Begin A1: 4:23[O5]; 4:24[O5]; 4:34[O1]; 4:135[O1]; 5:3[O5]; 5:38[O1]; 5:51[O5]; 5:55[O1]; 8:39[O1]; 10:95[O5]; 16:106[O5]; 17:78[O1]; 24:60[O1]; 25:52[O5]; 33:32[O1]; 33:33[O1]; 33:36[O5]; 33:49[O1]; 33:51[O1]; 33:53[O5]; 34:16[O5]; 39:9[O1]; 58:3[O2]; 58:4[O5]; 60:10[O1]; 64:12[O5]; 65:1[O1]; 65:2[O1]; 65:4[O1]; 65:6[O1]; 66:5[O1]; 68:8[O5]; 29[O1]; 70:30[O1] End A1}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 43. Internal stakeholders attributes matrix for “A1” translation

Internal Organizational Systems Attributes	
5. Internal Stakeholders	
5.1. Employees	{No evidence in A1}
5.2. Employee Groups	{No evidence in A1}
5.3. Owners	{No evidence in A1}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 44. External organizational systems attributes matrix 1 for “A1” translation

External Organizational Systems Attributes	
<b>6. Environments</b>	
6.1. Competitive	
6.1.1. Buyers & Suppliers	{Begin A1: 2:280[O2]; 17:35[O1]; 26:181[O1]; 26:182[O1]; 26:183[O1]; 83:1[O5]; 83:2[O1]; 83:3[O1]; 83:4[O1];
6.1.2. Competitors	{Begin A1: 4:29[O1] End A1}
6.1.3. Labor Market	{No evidence in A1}
6.2. Macroenvironment	
6.2.1. Global	{Begin A1: 8:73[O1]; 9:33[O1]; 9:66[O1] End A1}
6.2.2. Human Resource	{No evidence in A1}
6.2.3. Legal and Regulatory	{Begin A1::18:56[O1] End A1}
6.2.4. Macroeconomic	{No evidence in A1}
6.2.5. Natural	{No evidence in A1}
6.2.6. Political	
6.2.6.1. International	{Begin A1: 2:161[O1]; 3:23[O1]; 3:116[O1]; 4:171[O1]; 5:73[O5]; 5:86[O5]; 6:92[O1]; 7:157[O1]; 9:3[O1]; 14:44[O1]; 17:10[O1]; 18:2[O5]; 18:106[O5]; 19:97[O1]; 29:23[O1]; 32:20[O5]; 39:25[O5]; 39:63[O1]; 46:20[O1]; 47:8[O1]; 48:13[O5]; 58:5[O5]; 67:9[O5]; 67:17[O5]; 67:18[O5]; 72:23[O5]; 78:40[O5]; 84:36[O1]; 98:5[O1]; 98:6[O1] End A1}
6.2.6.2. National	{No evidence in A1}
6.2.6.3. Regional	{No evidence in A1}
6.2.7. Sociocultural	{Begin A1: 5:28[O6]; 7:3[O1]; 8:54[O1]; 8:67[O1]; 9:3[O1]; 9:33[O1]; 21:18[O1]; 59:8[O1] End A1}
6.2.8. Technological	{No evidence in A1}
<b>7. External Stakeholders</b>	
7.1. Customers	{No evidence in A1}
7.2. Financial Community	{No evidence in A1}
7.3. Government Agencies	{No evidence in A1}
7.4. Regulatory Agencies	{No evidence in A1}
7.5. Shareholders	{No evidence in A1}
7.6. Trade Associations	{No evidence in A1}
7.7. Unions	{No evidence in A1}
<b>8. Media</b>	
8.1. International	{No evidence in A1}
8.2. National	{No evidence in A1}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

Table 45. External organizational systems attributes matrix 2 for “A1” translation

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin A1: NpXI[O1]; NpXII[O6]; 2:104[O1]; 2:190[O1]; 2:191[O1]; 2:193[O1]; 2:217[O1]; 2:244[O1]; 3:13[O1]; 3:21[O1]; 3:151[O1]; 3:172[O1]; 4:74[O1]; 4:76[O1]; 4:95[O1]; 4:151[O1]; 5:33[O1]; 5:35[O1]; 6:131[O1]; 7:4[O1]; Np155[O1]; 8:19[O1]; 8:37[O1]; 8:39[O1]; 8:45[O1]; 8:57[O1]; 8:60[O1]; 8:65[O1]; 8:67[O1]; 8:74[O1]; Np163[O1]; 9:3[O1]; 9:5[O1]; 9:12[O1]; 9:13[O1]; 9:14[O1]; 9:26[O1]; 9:29[O1]; 9:36[O1]; 9:39[O1]; 9:41[O1]; 9:44[O1]; 9:73[O1]; 9:88[O1]; 9:123[O1]; 16:126[O1]; 17:10[O1]; 17:33[O5]; 22:39[O1]; 22:45[O1]; 22:78[O1]; 29:23[O1]; Np364[O1]; 33:26[O1]; 33:61[O5]; 34:38[O1]; 35:7[O1]; 35:26[O1]; 46:20[O1]; 46:34[O1]; 46:35[O1]; 47:4[O1]; 47:8[O1]; 48:6[O1]; 48:13[O5]; 61:4[O1]; 61:11[O1]; 63:4[O1]; 66:9[O1]; 67:17[O5]; 67:18[O5]; 29[O1]; 70:30[O1]; 86:17[O1]; 98:5[O1]; ; 98:6[O1] End A1}
9.2. Competitive Pacifications	{Begin A1: 2:256[O2]; 4:58[O1]; 4:59[O1]; 23:1[O1]; 23:2[O1]; 23:3[O1]; 23:5[O1]; 60:8[O5]; 60:9[O5] End A1 }
9.3. Public Relations	{Begin A1: NpIII[O6]; NpXII[O6]; 2:159[O1]; 2:161[O1]; 3:13[O1]; 3:23[O1]; 3:116[O1]; 3:151[O1]; 4:42[O5]; 4:46[O5]; 4:52[O1]; 4:123[O5]; 4:151[O1]; 5:19[O1]; 5:33[O1]; 7:157[O1]; 8:19[O1]; 9:3[O1]; 9:5[O1]; 11:102[O1]; 13:34[O5]; 14:44[O1]; 17:10[O1]; 18:106[O5]; 29:23[O1]; 32:20[O5]; 34:38[O1]; 35:7[O1]; 35:26[O5]; 39:25[O5]; 42:22[O5]; 47:8[O1]; 47:12[O1]; 58:5[O5]; 63:4[O1]; 72:23[O5]; 78:40[O5]; 84:36[O1]; 98:5[O1]; ; 98:6[O1] End A1 }
9.4. Legal Action	{No evidence in A1 }
9.5. Political	{No evidence in A1 }

Notes: 1: Attribute numbers correspond with Table-9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 46. Leading attributes matrix 1 for “A2” translation

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committee	{No evidence in A2}
1.1.2. Formal	
1.1.2.1. Downward	{Begin A2: 2:119[O1]; 2:285[O1]; 4:59[O1]; 8:20[O1]; 8:46[O1]; 16:64[O1]; 25:56[O1]; 32:2[O1]; 33:36[O5]; 39:9[O1]; 39:41[O1]; 41:6[O1]; 42:17[O1]; 46:2[O1]; 47:2[O1]; 57:7[O1]; 57:8[O1]; 57:28[O1]; 64:8[O1]; 64:12[O1];
1.1.2.2. Upward	{No evidence in A2}
1.1.2.3. Horizontal	{No evidence in A2}
1.1.3. Informal Grapevine	{No evidence in A2}
1.1.4. Public Relations Policy	{No evidence in A2}
1.2. Motivating Employees	{Begin A2: 3:157[O1]; 3:161[O1]; 3:162[O1]; 4:57[O1]; 4:69[O1]; 4:74[O6]; 4:122[O6]; 4:141[O1]; 5:9[O1]; 5:10[O1]; 5:11[O1] End A2}
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	{Begin A2: 5:89[O1]; 8:45[O1]; 8:60[O1]; 9:5[O1]; 9:11[O1]; 9:36[O1]; 49:2[O5]; 49:3[O5] End A2}
1.3.2. Barriers to Decision Making	{Begin A2: 4:59[O1]; 5:101[O1]; 7:204[O5]; 8:20[O1]; 8:46[O1]; 9:61[O5]; 17:36[O5]; 18:27[O1]; 20:113[O1]; 24:54[O1]; 33:36[O5]; 33:53[O5]; 39:9[O1]; 49:2[O5]; 49:3[O5]; 49:7[O1]; 49:12[O5]; 58:9[O5]; 58:13[O1]; 64:8[O1]; 64:12[O1] End A2}
1.4. Sources of Power	
1.4.1. Coercive	{Begin A2: 8:52[O5]; 9:3[O1]; 9:39[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; 39:16[O1] End A2}
1.4.2. Expert	{Begin A2: 2:119[O1]; 2:151[O1]; 2:151[O1]; 8:20[O1]; 8:46[O1]; 10:37[O1]; 16:64[O1]; 25:56[O1]; 32:2[O1]; 39:41[O1]; 46:2[O1]; 47:2[O1] End A2}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 47. Leading attributes matrix 2 for “A2” translation continued

Internal Organizational Systems Attributes	
1.4.3. Legitimate	{Begin A2: 2:23[O1]; 2:119[O1]; 2:151[O1]; 2:285[O1]; 3:32[O1]; 3:144[O1]; 4:59[O1]; 4:79[O1]; 4:80[O1]; 4:136[O1]; 5:96[O1]; 6:92[O1]; 6:155[O1]; 7:2[O1]; 7:85[O1]; 7:156[O1]; 8:20[O1]; 8:46[O1]; 9:29[O1]; 9:33[O1]; 9:71[O1]; 9:128[O1]; 10:37[O1]; 13:7[O1]; 13:37[O1]; 16:64[O1]; 17:31[O5]; 17:32[O5]; 18:27[O1]; 22:49[O1]; 23:78[O1]; 24:54[O1]; 25:56[O1]; 32:2[O1]; 33:21[O1]; 33:45[O1]; 34:28[O1]; 36:6[O1]; 38:70[O1]; 39:2[O1]; 39:28[O1]; 39:41[O1]; 41:3[O1]; 42:7[O1]; 42:17[O1]; 43:2[O5]; 43:3[O5]; 46:2[O1]; 46:12[O1]; 47:2[O1]; 47:33[O1]; 48:29[O1]; 49:1[O5]; 49:7[O1]; 49:7[O1]; 54:17[O1]; 54:32[O1]; 57:7[O1]; 57:8[O1]; 57:28[O1]; 58:9[O5]; 58:13[O1]; 61:9[O1]; 64:8[O1]; 64:12[O1]; 69:40[O1]; 73:15[O1]; 76:23[O1]; 79:45[O1]; 81:19[O1]; 81:20[O1] End A2}
1.4.4. Reward	{Begin A2: 8:41[O1]; 9:20[O1]; 9:38[O1]; 9:44[O1]; 9:49[O1]; 9:52[O1]; 9:72[O1]; 9:88[O1]; 9:100[O1]; 9:111[O1]; 9:128[O1]; 14:23[O1]; 22:14[O1]; 52:20[O1]; 52:22[O1]; 52:23[O1]; 52:24[O1]; 57:7[O1] End A2}
1.4.5. Referent	{No evidence in A2}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 48. Planning and organizing attributes matrix for “A2” translation

Internal Organizational Systems Attributes	
<b>2. Planning</b>	
2.1. Vision	{Begin A2: 2:193[O1]; 4:47[O1]; 9:33[O1]; 9:73[O1]; 13:7[O1]; 14:52[O1]; 17:105[O1]; 34:28[O1]; 36:61[O1]; 42:13[O1]; 42:52[O1]; 46:27[O5]; 47:4[O1]; 47:19[O1]; 48:28[O1]; 49:15[O1]; 60:1[O5]; 61:9[O1]; 103:3[O1] End A2}
2.2. Mission	{Begin A2: 2:119[O1]; 2:151[O1]; 2:1907[O1]; 2:191[O1]; 2:193[O1]; 3:2[O1]; 3:32[O1]; 4:138[O1]; 8:1[O1]; 9:29[O1]; 9:52[O1]; 9:73[O1]; 9:112[O1]; 11:102[O1]; 13:7[O1]; 14:44[O1]; 14:52[O1]; 16:125[O1]; 17:53[O1]; 17:96[O1]; 22:49[O1]; 24:54[O1]; 25:56[O1]; 29:18[O1]; 33:45[O1]; 34:28[O1]; 36:6[O1]; 38:70[O1]; 40:18[O1]; 41:6[O1]; 42:7[O1]; 42:17[O1]; 46:12[O1]; 48:29[O1]; 57:7[O1]; 57:8[O1]; 61:9[O1]; 66:9[O1]; 79:45[O1]; 81:19[O1]; 81:20[O1] } End A2}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin A2: 8:38[O1]; 16:9[O1]; 16:36[O1] End A2}
2.3.2. Strategic Objectives	{Begin A2: 8:41[O1]; 9:29[O1]; 9:60[O1]; 33:50[O1]; 41:17[O1]; 48:19[O1]; 48:20[O1]; 59:6[O1]; 59:7[O1] End A2}
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{Begin A2: 4:102[O1]; 9:122[O1] } End A2}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in A2}
3.1.2.2. Geographic	{No evidence in A2}
3.1.2.3. Product	{No evidence in A2}
3.1.3. Matrix	{No evidence in A2}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority	{Begin A2: 2:119[O1]; 2:143[O6]; 2:186[O1]; 4:42[O5]; 4:65[O1]; 4:136[O1]; 4:59[O1]; 4:80[O1]; 8:20[O1]; 8:27[O1]; 8:46[O1]; 8:73[O1]; 9:71[O1]; 10:15[O1]; 16:64[O1]; 17:53[O1]; 24:54[O1]; 33:36[O5]; 39:9[O1]; 39:16[O1]; 39:41[O1]; 46:31[O1]; 47:33[O2]; 48:10[O1]; 48:17[O1]; 58:13[O1]; 64:12[O1] End A2}
3.2.1.2. Decentralization of Authority	{No evidence in A2}
3.2.1.3. Delegation of Authority	{No evidence in A2}
3.2.1.4. Line Authority	{No evidence in A2}
3.2.1.5. Functional	{No evidence in A2}
3.2.1.6. Unity of Command	{No evidence in A2}
3.2.1.7. Span of Control	{No evidence in A2}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 49. Controlling attributes matrix 1 for “A2” translation

Internal Organizational Systems Attributes	
<b>4. Controlling (Evaluating)</b>	
<b>4.1. Bureaucratic Control</b>	
4.1.1. Audits	{No evidence in A2}
4.1.2. Financial	{Begin A2: 2:275[O5]; 2:276[O5]; 2:282[O1]; 3:130[O5]; 7:156[O1]; 8:1[O1]; 8:41[O1]; 9:60[O1]; 23:78[O1]; 33:50[O1]; 59:7[O1]; 98:5[O1] End A2}
4.1.3. Legal	{Begin A2: 2:221[O5]; 2:228[O1]; 2:229[O1]; 2:230[O1]; 2:231[O1]; 2:232[O1]; 2:231[O1]; 2:234[O1]; 2:231[O1]; 2:236[O1]; 2:231[O1]; 2:237[O1]; 2:231[O1]; 2:240[O1]; 2:275[O5]; 2:276[O5]; 2:282[O1]; 3:130[O5]; 4:4[O1]; 4:7[O1]; 4:10[O1]; 4:11[O1]; 4:12[O1]; 4:15[O1]; 4:16[O1]; 4:20[O5]; 4:22[O5]; 4:23[O5]; 4:24[O5]; 4:25[O1]; 4:58[O1]; 4:128[O2]; 4:176[O1]; 5:38[O1]; 6:152[O5]; 8:1[O1]; 9:71[O1]; 17:34[O5]; 24:2[O1]; 24:3[O5]; 24:6[O1]; 24:31[O5]; 25:68[O5]; 33:49[O1]; 58:2[O1]; 58:4[O1]; 60:11[O1]; 65:1[O1]; 65:2[O1]; 65:4[O1]; 93:9[O5]; 98:5[O1] End A2}
<b>4.2. Corporate Culture Control</b>	
4.2.1. Aggressive	{Begin A2: 2:191[O1]; 2:193[O1]; 2:216[O1]; 2:217[O6]; 3:85[O1]; 4:14[O1]; 4:15[O1]; 4:19[O5]; 4:34[O1]; 4:89[O1]; 4:115[O5]; 5:38[O1]; 5:118[O2]; 17:73[O1]; 17:74[O1]; 17:75[O1]; 24:2[O1]; 24:3[O1]; 24:4[O1]; 24:6[O1]; 24:7[O1]; 24:60[O1]; 24:61[O1]; 48:10[O1]; 60:1[O5]; 88:23[O1]; 88:24[O1] End A2}
4.2.2. Artifacts	{Begin A2: 2:2[O1]; 2:185[O1]; 2:285[O1]; 3:32[O1]; 3:144[O1]; 4:105[O1]; 4:136[O1]; 6:92[O1]; 6:155[O1]; 7:2[O1]; 7:156[O1]; 10:37[O1]; 11:114[O1]; 12:2[O1]; 13:37[O1]; 17:78[O1]; 17:79[O1]; 20:113[O1]; 23:78[O1]; 39:2[O1]; 39:28[O1]; 39:41[O1]; 41:3[O1]; 43:2[O5]; 43:3[O5]; 46:12[O1]; 54:17[O1]; 54:32[O1]; 73:4[O1]; 73:6[O1]; 76:23[O1]; 98:5[O1] End A2}
4.2.3. Behavioral Patterns	{Begin A2: 2:185[O1]; 2:187[O1]; 2:1907[O1]; 2:191[O1]; 2:196[O1]; 2:216[O1]; 2:217[O1]; 2:223[O1]; 3:73[O1]; 3:118[O1]; 4:2[O1]; 4:34[O1]; 4:84[O1]; 4:89[O5]; 4:92[O5]; 4:93[O5]; 4:102[O1]; 4:144[O5]; 5:3[O5]; 5:4[O1]; 5:6[O1]; 5:51[O1]; 5:57[O1]; 6:151[O2]; 6:159[O5]; 8:27[O1]; 8:60[O1]; 8:67[O1]; 9:1[O1]; 9:5[O1]; 9:36[O1]; 9:39[O5]; 9:41[O5]; 9:60[O1]; 9:123[O1]; 11:114[O1]; 16:39[O1]; 16:115[O5]; 16:125[O1]; 16:126[O1]; 17:78[O1]; 17:79[O1]; 23:78[O1]; 24:2[O1]; 24:3[O5]; 24:60[O2]; 33:26[O1]; 33:36[O5]; 33:53[O5]; 39:9[O1]; 47:4[O1]; 47:33[O1]; 47:35[O1]; 60:1[O5]; 60:13[O5]; 61:4[O1]; 66:9[O1]; 69:45[O1]; 69:46[O1]; 69:47[O1]; 69:48[O1]; 69:49[O1]; 69:50[O1]; 69:51[O1]; 78:31[O1]; 78:32[O1]; 78:33[O1]; 78:34[O1]; 78:35[O1]; 78:36[O1]; 98:5[O1] End A2}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: See Table 6 for the data codes.



Table 50. Controlling attributes matrix 2 for “A2” translation continued

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2.4. Outcome Orientation	{Begin A2: 3:157[O1]; 3:161[O1]; 3:162[O1]; 4:13[O1]; 4:57[O1]; 4:69[O1]; 4:74[O1]; 4:76[O1]; 4:122[O6]; 4:141[O1]; 5:9[O1]; 5:10[O1]; 5:11[O1] 8:60[O1]; 9:72[O1]; 9:89[O1]; 9:100[O1]; 9:111[O1]; 14:23[O1]; 22:14[O1]; 39:41[O1]; 40:40[O1]; 42:7[O1]; 45:51[O1]; 45:52[O1]; 45:53[O1]; 45:54[O1]; 45:55[O1]; 45:56[O1]; 45:57[O1]; 46:16[O1]; 47:2[O1]; 47:4[O1]; 47:6[O1]; 47:12[O1]; 47:15[O1]; 48:5[O1]; 48:10[O1]; 48:17[O1]; 48:29[O1]; 52:22[O1]; 52:23[O1]; 52:24[O1]; 55:54[O1]; 55:56[O1]; 55:70[O1]; 55:72[O1]; 55:74[O1]; 55:76[O1]; 55:70[O1]; 56:35[O1]; 56:36[O1]; 56:37[O1]; 56:38[O1]; 57:7[O1]; 57:8[O1]; 57:12[O1]; 57:19[O1]; 59:20[O1]; 61:12[O1]; 68:34[O1]; 83:22[O1]; 83:23[O1]; 83:24[O1]; 83:25[O1]; 83:26[O1]; 83:27[O1]; 83:28[O1]; 85:11[O1] End A2}
4.2.5. Passive	{Begin A2: 2:256[O6]; 3:20[O6]; 5:28[O6]; 8:61[O1] End A2}
4.2.6. Stability	{No evidence in A2}
4.2.7. Strength	
4.2.7.1. Strong	{Begin A2: 2:151[O1]; 2:185[O1]; 2:187[O1]; 2:196[O1]; 2:216[O1]; 2:217[O1]; 2:222[O5]; 2:223[O1]; 2:228[O1]; 2:229[O1]; 2:230[O1]; 2:231[O1]; 2:233[O1]; 3:73[O1]; 3:118[O1]; 4:34[O1]; 4:79[O1]; 4:84[O1]; 4:136[O1]; 4:144[O5]; 5:6[O1]; 5:38[O1]; 5:51[O1]; 5:57[O1]; 6:121[O5]; 16:115[O5]; 18:27[O1]; 23:78[O1]; 24:2[O1]; 24:3[O1]; 24:3[O5]; 24:31[O1]; 24:60[O2]; 24:61[O1]; 33:36[O5]; 76:23[O1] End A2}
4.2.7.2. Weak	{No evidence in A2}
4.2.8. Team Orientation	{Begin A2: 4:92[O5]; 4:93[O5]; 4:115[O5]; 9:71[O1]; 17:33[O5]; 49:10[O1]; 49:11[O4] End A2}
4.2.9. Values (Organizational)	{Begin A2: 2:151[O1]; 2:1907[O1]; 2:191[O1]; 2:193[O1]; 2:196[O1]; 2:216[O1]; 2:217[O1]; 2:221[O5]; 2:223[O1]; 2:229[O1]; 2:230[O1]; 2:231[O1]; 2:232[O1]; 2:279[O1]; 3:73[O1]; 3:118[O1]; 4:2[O1]; 4:19[O5]; 4:74[O1]; 4:76[O1]; 4:89[O5]; 4:92[O5]; 4:93[O5]; 4:115[O5]; 4:135[O1]; 4:144[O5]; 5:1[O5]; 5:2[O5]; 5:3[O5]; 5:4[O1]; 5:6[O1]; 5:51[O1]; 5:57[O1]; 5:90[O1]; 5:118[O2]; 6:121[O5]; 6:151[O1]; 8:15[O5]; 8:16[O5]; 8:17[O1]; 8:27[O1]; 8:45[O1]; 8:57[O1]; 8:60[O1]; 8:66[O1]; 8:67[O1]; 9:5[O1]; 9:12[O1]; 9:13[O1]; 9:14[O1]; 9:15[O1]; 9:20[O1]; 9:36[O1]; 9:39[O5]; 9:41[O5]; 9:60[O1]; 9:71[O1]; 9:111[O1]; 9:123[O1]; 10:15[O1]; 11:114[O1]; 16:39[O1]; 16:115[O5]; 16:126[O1]; 17:31[O5]; 17:32[O5]; 17:33[O5]; 17:78[O1]; 17:79[O1]; 23:78[O1]; 24:2[O1]; 24:31[O5]; 25:68[O5]; 33:26[O1]; 33:36[O5]; 33:53[O5]; 47:4[O1]; 47:33[O1]; 47:35[O1]; 47:38[O1]; 48:29[O1]; 58:2[O1]; 59:4[O5]; 59:13[O1]; 60:1[O5]; 60:9[O5]; 60:13[O5]; 61:4[O1]; 62:9[O1]; 66:9[O1]; 69:45[O1]; 69:46[O1]; 69:47[O1]; 69:48[O1]; 69:49[O1]; 69:50[O1]; 69:51[O1]; 98:5[O1] End A2}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Table 51. Controlling attributes matrix 3 for “A2” translation

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2.10. Clan Control	{Begin A2: 2:187[O1]; 2:221[O5]; 2:223[O1]; 2:228[O1]; 2:231[O1]; 2:233[O1]; 4:14[O1]; 4:15[O1]; 4:19[O5]; 4:25[O1]; 4:34[O1]; 4:43[O5]; 4:89[O1]; 4:115[O1]; 6:159[O5]; 8:16[O5]; 8:17[O1]; 11:114[O1]; 24:2[O1]; 24:3[O5]; 24:31[O5]; 24:60[O2]; 24:61[O1]; 33:36[O5]; 33:53[O5]; 39:9[O1]; 49:2[O5]; 49:3[O5]; 58:2[O1]; 58:4[O1]; 58:12[O2]; 60:9[O5]; 60:13[O5]; 61:4[O1]; 62:9[O1]; 65:1[O1]; 65:2[O1]; 65:4[O1]; 98:5[O1] End A2}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 52. Internal stakeholders attributes matrix for “A2” translation

Internal Organizational Systems Attributes	
5. Internal Stakeholders	
5.1. Employees	{No evidence in A2}
5.2. Employee Groups	{No evidence in A2}
5.3. Owners	{No evidence in A2}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 53. External organizational systems attributes matrix 1 for “A2” translation

External Organizational Systems Attributes	
6. Environments	
6.1. Competitive	
6.1.1. Buyers & Suppliers	{Begin A2: 2:282[O1]; 3:130[O5]; 4:29[O5]; 6:152[O5]; 7:85[O1]; 17:35[O1]; 26:181[O1]; 26:182[O1]; 26:183[O1]; 83:1[O5]; 83:2[O5]; 83:3[O5] End A2}
6.1.2. Competitors	{Begin A2: 2:275[O5]; 2:276[O5] End A2}
6.1.3. Labor Market	{No evidence in A2}
6.2. Macroenvironment	
6.2.1. Global	{Begin A2: 8:73[O1]; 9:33[O1]; End A2}
6.2.2. Human Resource	{No evidence in A2}
6.2.3. Legal and Regulatory	{Begin A2: 5:33[O1]; 18:2[O1]; 18:56[O1] End A2}
6.2.4. Macroeconomic	{No evidence in A2}
6.2.5. Natural	{No evidence in A2}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

Table 54. External organizational systems attributes matrix 2 for “A2” translation continued

External Organizational Systems Attributes	
Environment	
6.2.6. Political	
6.2.6.1. International	{Begin A2: 2:279[O1]; 3:2[O1]; 4:14[O1]; 4:138[O1]; 5:33[O1]; 5:72[O1]; 5:73[O1]; 7:36[O5]; 9:34[O5]; 9:52[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; 11:102[O1]; 14:44[O1]; 14:52[O1]; 21:25[O1]; 22:51[O5]; 42:35[O5]; 46:32[O5]; 47:8[O5]; 48:13[O5]; 52:11[O5]; 57:19[O1]; 58:60[O1]; 59:4[O5]; 84:24[O5]; 77:19[O1]; 77:24[O1]; 77:34[O1]; 77:37[O1]; 77:40[O1]; 77:45[O1]; 77:47[O1]; 77:49[O1]; 78:21[O1]; 78:22[O1]; 78:23[O1]; 78:24[O1]; 78:25[O1]; 78:26[O1]; 78:27[O1]; 78:30[O1]; 78:40[O1]; 82:14[O1]; 82:15[O1]; 82:16[O1]; 83:16[O1]; 84:24[O5]; 85:19[O1]; 85:20[O1]; 98:5[O5]; 98:6[O1] End A2}
6.2.6.2. National	{No evidence in A2}
6.2.6.3. Regional	{No evidence in A2}
6.2.7. Sociocultural	{Begin A2: 8:54[O1]; 8:67[O1]; 8:73[O1]; 9:33[O1]; 21:18[O1] End A2}
6.2.8. Technological	{No evidence in A2}
7. External Stakeholders	
7.1. Customers	{No evidence in A2}
7.2. Financial Community	{Begin A2: 104:2[O5] End A2}
7.3. Government Agencies	{No evidence in A2}
7.4. Regulatory Agencies	{No evidence in A2}
7.5. Shareholders	{No evidence in A2}
7.6. Trade Associations	{No evidence in A2}
7.7. Unions	{No evidence in A2}
8. Media	
8.1. International	{No evidence in A2}
8.2. National	{No evidence in A2}
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin A2; 2:1907[O1]; 2:191[O1]; 2:216[O1]; 2:217[O1]; 2:279[O1]; 4:74[O1]; 4:76[O1]; 4:84[O1]; 4:138[O1]; 5:33[O1]; 8:15[O5]; 8:16[O5]; 8:17[O1]; 8:45[O1]; 8:57[O1]; 8:60[O1]; 8:66[O1]; 8:67[O1]; 9:5[O1]; 9:12[O1]; 9:13[O1]; 9:14[O1]; 9:15[O1]; 9:20[O1]; 9:29[O1]; 9:36[O1]; 9:39[O5]; 9:41[O5]; 9:66[O1]; 9:73[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; 9:111[O1]; 9:123[O1]; 11:102[O1]; 14:44[O1]; 16:39[O1]; 16:126[O1]; 17:105[O1]; 17:33[O5]; 22:51[O5]; 25:68[O5]; 33:26[O1]; 33:27[O1]; 33:57[O5]; 42:35[O5]; 47:4[O1]; 47:35[O1]; 48:13[O5]; 48:29[O1]; 57:10[O1]; 57:19[O1]; 58:5[O5]; 58:60[O1]; 59:4[O5]; 59:13[O1]; 66:9[O1]; 69:45[O1]; 69:46[O1]; 69:47[O1]; 69:48[O1]; 69:49[O1]; 69:50[O1]; 69:51[O1] End A2}
9.2. Competitive Pacifications	{Begin A2: 2:256[O1]; 4:36[O1]; 4:86[O1]; 13:29[O1]; 14:23[O1] End A2}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

Table 55. External organizational systems attributes matrix 3 for “A2” translation continued

External Organizational Systems Attributes	
Influencing Corporate Environments	
9.3. Public Relations	{Begin A2: 2:279[O1]; 3:2[O1]; 4:84[O1]; 4:138[O1]; 5:33[O1]; 7:36[O5]; 9:12[O1]; 9:13[O1]; 9:14[O1]; 9:15[O1]; 9:34[O5]; 9:52[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; 14:44[O1]; 14:52[O1]; 21:25[O1]; 22:51[O5]; 33:27[O1]; 33:57[O5]; 42:35[O5]; 46:32[O5]; 47:8[O5]; 48:13[O5]; 52:11[O5]; 57:19[O1]; 58:5[O5]; 58:60[O1]; 59:4[O5]; 72:23[O5]; 76:31[O1]; 77:19[O1]; 77:24[O1]; 77:34[O1]; 77:37[O1]; 77:40[O1]; 77:45[O1]; 77:47[O1]; 77:49[O1]; 78:21[O1]; 78:22[O1]; 78:23[O1]; 78:24[O1]; 78:25[O1]; 78:26[O1]; 78:27[O1]; 78:28[O1]; 78:30[O1]; 78:31[O1]; 78:32[O1]; 78:33[O1]; 78:34[O1]; 78:35[O1]; 78:36[O1]; 78:37[O1]; 78:40[O1]; 81:19[O1]; 81:20[O1]; 82:14[O1]; 83:16[O1]; 84:22[O5]; 84:23[O5]; 84:24[O5]; 85:19[O1]; 85:20[O1]; 98:5[O5]; 98:6[O1] End A2}
9.4. Legal Action	{No evidence in A2}
9.5. Political	{No evidence in A2}

Notes: 1: Attribute numbers correspond with Table-9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

### *Third Alternate Translation of the Qur’an*

*Haleem’s (2004) The Qur’an: A New Translation* was the third alternate

translation analyzed. There are 1,904 data points evident in this translation: 28 data points demonstrate the open-closed system attributes and 1,876 data points demonstrate Shari’a’s organizational attributes, which confirms the evidence found in the primary translation. Considering this case consisted of one volume and 464 pages compared to the primary case’s nine volumes and 4,345 pages of text, 100% of the evidence for the open closed systems attributes accounts originate from the suras in this translation; however, hadiths and notes account for 4.5% of the organizational attributes evidence. Due to the surprisingly voluminous amount of data accumulated, no discussion will be made for the attributes uncovered in this translation; however, Tables 56-66 are provided to enable

readers to verify the veracity of the researcher’s assertion that the evidence in this translation supports the evidence in the primary translation.

Table 56. Leading attributes matrix 1 for “A3” translation

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committees	{No evidence in A3}
1.1.2. Formal	
1.1.2.1. Downward	{Begin A3: Napix[O1]; Npxxiv[O1]; 2:23[O1]; 2:252[O1]; 3:3[O1]; 3:164[O1]; 5:48[O1]; 7:2[O1]; 7:3[O1]; 14:1[O1]; 15:1[O1]; 15:49[O1]; 15:50[O1]; 15:51[O1]; 15:52[O1]; 15:53[O1]; 15:54[O1]; 15:55[O1]; 15:56[O1]; 15:57[O1]; 15:58[O1]; 15:59[O1]; 16:53[O1]; 17:80[O1]; 17:81[O1]; 17:100[O1]; 17:105[O1]; 17:106[O1]; 17:107[O1]; 17:108[O1]; 17:109[O1]; 17:110[O1]; 17:111[O1]; 18:1[O1]; 18:54[O1]; 18:57[O1]; 18:110[O1]; 19:75[O1]; 20:13[O1]; 21:42[O1]; 21:108[O1]; 24:54[O1]; 26:192[O1]; 26:193[O1]; 26:194[O1]; 26:195[O1]; 27:6[O1]; 31:2[O1]; 31:3[O1]; 31:4[O1]; 31:5[O1]; 33:45[O1]; 33:46[O1]; 33:47[O1]; 34:24[O1]; 34:25[O1]; 34:26[O1]; 34:27[O1]; 34:28[O1]; 34:29[O1]; 34:30[O1]; 34:36[O1]; 34:37[O1]; 36:2[O1]; 36:3[O1]; 36:4[O1]; 36:5[O1]; 36:6[O1]; 36:7[O1]; 36:8[O1]; 36:9[O1]; 36:10[O1]; 38:65[O1]; 38:66[O1]; 38:67[O1]; 38:68[O1]; 38:69[O1]; 38:70[O1]; 39:1[O1]; 39:2[O1]; 39:3[O1]; 39:9[O1]; 39:27[O1]; 39:28[O1]; 39:41[O1]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 42:7[O1]; 43:3[O1]; 43:4[O1]; 44:58[O1]; 45:18[O1]; 45:19[O1]; 47:33[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 49:7[O1]; 53:4[O1]; 53:5[O1]; 53:6[O1]; 53:7[O1]; 53:8[O1]; 53:9[O1]; 53:11[O1]; 53:12[O1]; 55:1[O1]; 55:2[O1]; 56:77[O1]; 56:78[O1]; 56:79[O1]; 56:80[O1]; 57:28[O1]; 61:9[O1]; 61:11[O1]; 64:8[O1]; 65:10[O1]; 65:11[O1]; 69:40[O1]; 69:41[O1]; 69:42[O1]; 69:43[O1]; 69:48[O1]; 69:52[O1]; 76:23[O1] EndA3}
1.1.2.2. Upward	{No evidence in A3}
1.1.2.3. Horizontal	{No evidence in A3}
1.1.3. Informal Grapevine	{No evidence in A3}
1.1.4. Public Relations Policy	{No evidence in A3}
1.2. Motivating Employees	{Begin A3: 3:157[O1]; 3:161[O1]; 3:162[O1]; 4:69[O1]; 4:74[O1]; 4:75[O1]; 4:76[O1]; 4:122[O1]; 4:141[O1]; 5:8[O1]; 5:9[O1]; 5:10[O1]; 5:11[O1] End A3}
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	{Begin A3: 5:89[O1]; 8:46[O1]; 8:60[O1]; 9:5[O1]; 9:11[O1]; 9:36[O1]; 49:2[O5]; 49:3[O5] EndA3}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes

Table 57. Leading attributes matrix 2 for “A3” translation continued

Internal Organizational Systems Attributes	
Leading (Influencing)	
1.3.2. Barriers to Decision Making	{Begin A3: 4:59[O1]; 5:101[O1]; 7:204[O5]; 8:20[O1]; 8:21[O1]; 8:46[O1]; 9:61[O5]; 18:27[O1]; 20:113[O1]; 24:54[O1]; 33:36[O5]; 33:53[O4]; 39:9[O1]; 47:33[O1]; 49:2[O5]; 49:3[O5]; 49:4[O5]; 58:5[O5]; 58:9[O5]; 58:13[O1]; 59:7[O1]; 61:9[O1]; 61:11[O1]; 64:8[O1] EndA3}
1.4. Sources of Power	
1.4.1. Coercive	{Begin A3: 8:52[O5]; 9:1[O5]; 9:2[O5]; 9:3[O5]; 9:38[O1]; 9:39[O1]; 9:73[O1]; 9:74[O1]; 9:79[O1]; 9:90[O1]; 9:101[O1]; 39:16[O1] End A3}
1.4.2. Expert	{Begin A3: Napix[O1]; Npxi[O1]; Nbpixii[O1]; Npaxiv[O1]; 2:23[O1]; 2:92[O1]; 2:119[O1]; 2:139[O1]; 2:153[O1]; 2:222[O1]; 2:252[O1]; 3:3[O1]; 3:84[O1]; 3:98[O1]; 3:99[O1]; 3:164[O1]; 4:69[O1]; 4:82[O1]; 4:105[O1]; 4:162[O1]; 4:170[O1]; 5:4[O1]; 5:5[O1]; 5:15[O1]; 5:48[O1]; 5:67[O1]; 5:99[O1]; 5:100[O1]; 6:19[O1]; 6:63[O1]; 6:64[O1]; 6:65[O1]; 6:66[O1]; 6:109[O1]; 6:145[O1]; 6:148[O1]; 6:149[O1]; 6:150[O1]; 6:151[O1]; 7:2[O1]; 7:3[O1]; 7:158[O1]; 8:20[O1]; 8:21[O1]; 9:105[O1]; 10:1[O1]; 10:2[O1]; 10:20[O1]; 10:31[O1]; 10:32[O1]; 10:37[O1]; 10:49[O1]; 10:50[O1]; 10:51[O1]; 10:53[O1]; 10:59[O1]; 10:68[O1]; 10:69[O1]; 10:104[O1]; 10:105[O1]; 10:106[O1]; 11:2[O1]; 11:3[O1]; 11:33[O1]; 12:1[O1]; 13:1[O1]; 13:2[O1]; 13:16[O1]; 13:17[O1]; 13:18[O1]; 13:37[O1]; 14:1[O1]; 15:1[O1]; 15:49[O1]; 15:50[O1]; 15:51[O1]; 15:52[O1]; 15:53[O1]; 15:54[O1]; 15:55[O1]; 15:56[O1]; 15:57[O1]; 15:58[O1]; 15:59[O1]; 17:9[O1]; 17:10[O5]; 16:53[O1]; 17:80[O1]; 17:81[O1]; 17:100[O1]; 17:105[O1]; 17:106[O1]; 17:107[O1]; 17:108[O1]; 17:109[O1]; 17:110[O1]; 17:111[O1]; 18:1[O1]; 18:54[O1]; 18:57[O1]; 18:110[O1]; 19:75[O1]; 20:99[O1]; 20:13[O1]; 21:45[O1]; 21:108[O1]; 26:192[O1]; 26:193[O1]; 26:194[O1]; 26:195[O1]; 27:6[O1]; 27:91[O1]; 27:92[O1]; 28:85[O1]; 29:45[O1]; 31:2[O1]; 31:3[O1]; 31:4[O1]; 31:5[O1]; 33:45[O1]; 33:46[O1]; 33:47[O1]; 34:24[O1]; 34:25[O1]; 34:26[O1]; 34:27[O1]; 34:28[O1]; 34:29[O1]; 34:30[O1]; 38:65[O1]; 38:66[O1]; 38:67[O1]; 38:68[O1]; 38:69[O1]; 38:70[O1]; 39:1[O1]; 39:2[O1]; 39:3[O1]; 39:27[O1]; 39:28[O1]; 39:41[O1]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 42:7[O1]; 43:3[O1]; 43:4[O1]; 44:58[O1]; 45:18[O1]; 45:19[O1]; 47:33[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 49:7[O1]; 53:4[O1]; 53:5[O1]; 53:6[O1]; 53:7[O1]; 53:8[O1]; 53:9[O1]; 53:10[O1]; 53:11[O1]; 53:12[O1]; 55:1[O1]; 55:2[O1]; 56:77[O1]; 56:78[O1]; 56:79[O1]; 56:80[O1]; 57:7[O1]; 57:28[O1]; 61:9[O1]; 61:11[O1]; 64:8[O1]; 65:10[O1]; 65:11[O1]; 69:40[O1]; 69:41[O1]; 69:42[O1]; 69:43[O1]; 69:48[O1]; 69:52[O1]; 76:23[O1]; 80:11[O1]; 80:12[O1]; 80:13[O1]; 80:14[O1]; 80:15[O1]; 80:16[O1] EndA3}

.Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 58. Leading attributes matrix 3 for “A3” translation continued

Internal Organizational Systems Attributes	
Leading (Influencing)	
1.4.3. Legitimate	{Begin A3: Napix[O1]; Npxi[O1]; Nbpixii[O1]; Napxv[O1]; 2:23[O1]; 2:92[O1]; 2:104[O1]; 2:119[O1]; 2:139[O1]; 2:143[O1]; 2:153[O1]; 2:222[O1]; 2:252[O1]; 3:3[O1]; 3:32[O1]; 3:84[O1]; 3:98[O1]; 3:99[O1]; 3:164[O1]; 4:69[O1]; 4:82[O1]; 4:105[O1]; 4:162[O1]; 4:170[O1]; 5:4[O1]; 5:5[O1]; 5:15[O1]; 5:48[O1]; 5:67[O1]; 5:99[O1]; 5:100[O1]; 6:19[O1]; 6:51[O1]; 6:63[O1]; 6:64[O1]; 6:65[O1]; 6:66[O1]; 6:109[O1]; 6:145[O1]; 6:148[O1]; 6:149[O1]; 6:150[O1]; 6:151[O1]; 7:2[O1]; 7:3[O1]; 7:158[O1]; 8:20[O1]; 8:21[O1]; 9:105[O1]; 10:1[O1]; 10:2[O1]; 10:20[O1]; 10:31[O1]; 10:32[O1]; 10:37[O1]; 10:49[O1]; 10:50[O1]; 10:51[O1]; 10:53[O1]; 10:59[O1]; 10:104[O1]; 10:105[O1]; 10:106[O1]; 11:2[O1]; 11:3[O1]; 11:33[O1]; 12:1[O1]; 13:1[O1]; 13:2[O1]; 13:16[O1]; 13:17[O1]; 13:18[O1]; 13:37[O1]; 14:1[O1]; 15:1[O1]; 15:49[O1]; 15:50[O1]; 15:51[O1]; 15:52[O1]; 15:53[O1]; 15:54[O1]; 15:55[O1]; 15:56[O1]; 15:57[O1]; 15:58[O1]; 15:59[O1]; 17:9[O1]; 17:10[O5]; 16:53[O1]; 17:80[O1]; 17:81[O1]; 17:100[O1]; 17:105[O1]; 17:106[O1]; 17:107[O1]; 17:108[O1]; 17:109[O1]; 17:110[O1]; 17:111[O1]; 18:1[O1]; 18:54[O1]; 18:57[O1]; 18:110[O1]; 19:75[O1]; 20:99[O1]; 20:13[O1]; 21:45[O1]; 21:108[O1]; 24:54[O1]; 26:192[O1]; 26:193[O1]; 26:194[O1]; 26:195[O1]; 27:6[O1]; 27:91[O1]; 27:92[O1]; 28:85[O1]; 29:45[O1]; 31:2[O1]; 31:3[O1]; 31:4[O1]; 31:5[O1]; 33:45[O1]; 33:46[O1]; 33:47[O1]; 34:24[O1]; 34:25[O1]; 34:26[O1]; 34:27[O1]; 34:28[O1]; 34:29[O1]; 34:30[O1]; 38:65[O1]; 38:66[O1]; 38:67[O1]; 38:68[O1]; 38:69[O1]; 38:70[O1]; 39:1[O1]; 39:2[O1]; 39:3[O1]; 39:27[O1]; 39:28[O1]; 39:41[O1]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 42:7[O1]; 43:3[O1]; 43:4[O1]; 44:58[O1]; 45:18[O1]; 45:19[O1]; 47:33[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 49:7[O1]; 53:4[O1]; 53:5[O1]; 53:6[O1]; 53:7[O1]; 53:8[O1]; 53:9[O1]; 53:10[O1]; 53:11[O1]; 53:12[O1]; 55:1[O1]; 55:2[O1]; 56:77[O1]; 56:78[O1]; 56:79[O1]; 56:80[O1]; 57:7[O1]; 57:28[O1]; 61:9[O1]; 61:11[O1]; 64:8[O1]; 65:10[O1]; 65:11[O1]; 69:40[O1]; 69:41[O1]; 69:42[O1]; 69:43[O1]; 69:48[O1]; 69:52[O1]; 76:23[O1]; 80:11[O1]; 80:12[O1]; 80:13[O1]; 80:14[O1]; 80:15[O1]; 80:16[O1] EndA3}
1.4.4. Reward	{Begin A3: 8:41[O1]; 9:20[O1]; 9:21[O1]; 9:22[O1]; 9:38[O1]; 9:44[O1]; 9:49[O1]; 9:52[O1]; 9:72[O1]; 9:88[O1]; 9:89[O1]; 9:100[O1]; 9:111[O1]; 9:128[O1]; 14:23[O1]; 22:14[O1]; 52:17[O1]; 52:18[O1]; 52:19[O1]; 52:20[O1]; 52:22[O1]; 52:23[O1]; 52:24[O1]; 52:25[O1]; 52:26[O1]; 52:27[O1]; 52:28[O1]; 52:29[O1]; 57:7[O1] End A3}
1.4.5. Referent	{No evidence in A3}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 59. Planning attributes matrix for “A3” translation

Internal Organizational Systems Attributes	
2. Planning	
2.1. Vision	{Begin A3: Npxiii[O1]; Npxix[O1]; 9:33[O1]; 24:54[O1]; 36:11[O1]; 45:18[O1]; 45:19[O1]; 45:20[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1] EndA3}
2.2. Mission	{Begin A3: Napxv[O1]; Nbpvx[O1]; 2:25[O1]; 2:92[O1]; 2:104[O1]; 2:139[O1]; 2:143[O1]; 2:153[O1]; 2:155[O1]; 2:279[O1]; 3:15[O1]; 3:84[O1]; 3:98[O1]; 3:99[O1]; 3:164[O1]; 4:77[O1]; 4:84[O1]; 4:115[O5]; 4:137[O1]; 4:138[O1]; 4:170[O1]; 5:4[O1]; 5:5[O1]; 5:15[O1]; 5:67[O1]; 5:99[O1]; 5:100[O1]; 6:19[O1]; 6:51[O1]; 6:63[O1]; 6:64[O1]; 6:65[O1]; 6:66[O1]; 6:109[O1]; 6:145[O1]; 6:148[O1]; 6:149[O1]; 6:150[O1]; 6:151[O1]; 7:2[O1]; 7:3[O1]; 7:158[O1]; 9:105[O1]; 10:20[O1]; 10:31[O1]; 10:32[O1]; 10:49[O1]; 10:50[O1]; 10:51[O1]; 10:53[O1]; 10:59[O1]; 10:104[O1]; 10:105[O1]; 10:106[O1]; 11:2[O1]; 11:3[O1]; 11:33[O1]; 13:16[O1]; 13:17[O1]; 13:18[O1]; 15:49[O1]; 15:50[O1]; 15:51[O1]; 15:52[O1]; 15:53[O1]; 15:54[O1]; 15:55[O1]; 15:56[O1]; 15:57[O1]; 15:58[O1]; 15:59[O1]; 17:80[O1]; 17:81[O1]; 17:100[O1]; 17:105[O1]; 17:106[O1]; 17:107[O1]; 17:108[O1]; 17:109[O1]; 17:110[O1]; 17:111[O1]; 18:1[O1]; 18:110[O1]; 19:75[O1]; 21:45[O1]; 21:108[O1]; 22:72[O5]; 24:54[O1]; 26:192[O1]; 26:193[O1]; 26:194[O1]; 26:195[O1]; 27:6[O1]; 27:91[O1]; 27:92[O1]; 28:85[O1]; 29:45[O1]; 33:45[O1]; 33:46[O1]; 33:47[O1]; 34:24[O1]; 34:25[O1]; 34:26[O1]; 34:27[O1]; 34:28[O1]; 34:29[O1]; 34:30[O1]; 34:36[O1]; 34:37[O1]; 36:6[O1]; 36:7[O1]; 36:8[O1]; 36:9[O1]; 36:10[O1]; 36:11[O1]; 38:65[O1]; 38:66[O1]; 38:67[O1]; 38:68[O1]; 38:69[O1]; 38:70[O1]; 39:1[O1]; 39:2[O1]; 39:3[O1]; 39:41[O1]; 40:18[O1]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 42:7[O1]; 43:3[O1]; 43:4[O1]; 44:58[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 53:4[O1]; 53:5[O1]; 53:6[O1]; 53:7[O1]; 53:8[O1]; 53:9[O1]; 53:10[O1]; 53:11[O1]; 53:12[O1]; 65:10[O1]; 65:11[O1]; 67:26[O1]; 69:40[O1]; 69:41[O1]; 69:42[O1]; 69:43[O1]; 69:48[O1]; 69:52[O1]; 87[O5] EndA3}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin A3: 8:38[O1]; 16:36[O1] End A3}
2.3.2. Strategic Objectives	{Begin A3: 8:41[O1]; 9:29[O1]; 9:60[O1]; 33:49[O1]; 33:50[O1]; 33:51[O1]; 59:6[O1]; 59:7[O1] EndA3}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.



Table 60. Organizing attributes matrix for “A3” translation

Internal Organizational Systems Attributes	
3. Organizing	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{Begin A3: 4:71[O1]; 4:102[O1]; 9:122[O1] EndA3}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in A3}
3.1.2.2. Geographic	{No evidence in A3}
3.1.2.3. Product	{No evidence in A3}
3.1.3. Matrix	{No evidence in A3}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority	{Begin A3: Napix[O1]; Nbpixii[O1]; Nfpxii[O1]; 3:32[O1]; 4:59[O1]; 8:20[O1]; 8:21[O1];8:24[O1]; 8:45[O1]; 9:63[O5]; 16:53[O1]; 20:100[O1]; 33:36[O5]; 33:57[O5]; 39:9[O1]; 47:2[O1]; 47:33[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 49:2[O5]; 49:3[O5]; 49:4[O5]; 49:7[O1]; 53:4[O1]; 53:5[O1]; 53:6[O1]; 53:7[O1]; 53:8[O1]; 53:9[O1]; 53:10[O1]; 53:11[O1]; 53:12[O1]; 57:7[O1]; 57:28[O1]; 58:5[O5]; 58:9[O5]; 58:13[O1]; 59:7[O1]; 61:9[O1]; 61:11[O1]; 64:8[O1]; 72:23[O5] EndA3}
3.2.1.2. Decentralization of Authority	{No evidence in A3}
3.2.1.3. Delegation of Authority	{No evidence in A3}
3.2.1.4. Line Authority	{No evidence in A3}
3.2.1.5. Functional	{No evidence in A3}
3.2.1.6. Unity of Command	{No evidence in A3}
3.2.1.7. Span of Control	{No evidence in A3}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 61. Controlling attributes matrix 2 for “A3” translation continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No evidence in A3}
4.1.2. Financial	{Begin A3: Npxxvi[O1]; 2:275[O5]; 2:276[O5]; 2:280[O1]; 2:282[O1]; 3:98[O1]; 3:130[O5]; 8:41[O1]; 9:60[O1]; 59:7[O1] EndA3}
4.1.3. Legal	{Begin A3: Napix[O1]; Nbpix[O1]; Npx[O1]; Npxi[O1]; Ndpixii[O1]; Napxviii[O1]; Nbpixviii[O1]; 2:178[O1]; 2:180[O1]; 2:181[O1]; 2:182[O1]; 2:187[O1]; 2:219[O1]; 2:221[O5]; 2:223[O1]; 2:226[O1]; 2:226[O1]; 2:228[O1]; 2:229[O1]; 2:230[O1]; 2:231[O1]; 2:232[O1]; 2:233[O1]; 2:234[O1]; 2:235[O1]; 2:236[O1]; 2:237[O1]; 2:240[O1]; 2:241[O1]; 2:275[O5]; 2:276[O1]; 2:280[O1]; 2:282[O1]; 3:130[O5]; 4:4[O1]; 4:6[O1]; 4:7[O1]; 4:8[O1]; 4:9[O1]; 4:10[O1]; 4:11[O1]; 4:12[O1]; 4:22[O5]; 4:23[O5]; 4:24[O5]; 4:33[O1]; 4:127[O1]; 4:128[O1]; 4:176[O1]; 5:1[O5]; 5:2[O5]; 5:3[O5]; 5:6[O1]; 6:118[O1]; 6:119[O1]; 6:120[O1]; 6:121[O1]; 6:152[O5]; 17:31[O5]; 17:32[O5]; 17:34[O5]; 17:35[O5]; 24:1[O1]; 24:2[O1]; 24:3[O1]; 24:4[O1]; 24:5[O1]; 24:6[O1]; 24:7[O1]; 24:8[O1]; 24:9[O1]; 24:32[O1]; 24:33[O1]; 24:58[O1]; 26:181[O1]; 26:182[O1]; 26:183[O1]; 33:49[O1]; 33:50[O1]; 33:51[O1]; 60:10[O1]; 65:1[O1]; 65:2[O1]; 65:3[O1]; 65:4[O1]; 65:5[O1]; 65:6[O1]; 65:7[O1] EndA3}
4.2. Corporate Culture Control	
4.2.1. Aggressive	{Begin A3: Npxxv[O1]; 4:15[O1]; 4:16[O1]; 4:19[O1]; 4:20[O1]; 4:137[O1]; 4:138[O1]; 4:176[O1]; 5:10[O1]; 5:38[O1]; 24:4[O1]; 24:5[O1]; 24:6[O1]; 24:7[O1]; 24:8[O1]; 24:9[O1]; 33:52[O5] EndA3}
4.2.2. Artifacts	{Begin A3: Napix[O1]; Nbpix[O1]; Npxvix[O1]; 2:3[O1]; Np5[O1]; 2:183[O1]; 2:184[O1]; 2:185[O1]; 2:196[O1]; 4:82[O1]; 6:19[O1]; 10:37[O1]; 12:1[O1]; 13:37[O1]; 14:1[O1]; 15:1[O1]; 17:9[O1]; 18:54[O1]; 18:57[O1]; 20:99[O1]; 20:13[O1]; 26:192[O1]; 26:193[O1]; 26:194[O1]; 26:195[O1]; 31:2[O1]; 31:3[O1]; 31:4[O1]; 31:5[O1]; 33:41[O1]; 33:42[O1]; 36:6[O1]; 36:7[O1]; 36:8[O1]; 36:9[O1]; 36:10[O1]; 39:1[O1]; 39:2[O1]; 39:3[O1]; 42:7[O1]; 44:58[O1]; 46:12[O1]; 53:4[O1]; 53:5[O1]; 53:6[O1]; 53:7[O1]; 53:8[O1]; 53:9[O1]; 53:10[O1]; 53:11[O1]; 53:12[O1]; 55:1[O1]; 55:2[O1]; 69:40[O1]; 69:41[O1]; 69:42[O1]; 69:43[O1]; 69:48[O1]; 69:52[O1]; 80:11[O1]; 80:12[O1]; 80:13[O1]; 80:14[O1]; 80:15[O1]; 80:16[O1] EndA3}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: See Table 6 for the data codes.

Table 62. Controlling attributes matrix 3 for “A3” translation continued

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2.3. Behavioral Patterns	{Begin A3: Npxxv[O1]; 2:3[O1]; Np5[O1]; 2:173[O1]; 2:183[O1]; 2:184[O1]; 2:185[O1]; 2:187[O1]; 2:190[O1]; 2:192[O1]; 2:194[O1]; 2:216[O1]; 2:217[O1]; 2:244[O1]; 3:28[O1]; 3:73[O5]; 3:85[O5]; 3:168[O1]; 3:169[O1]; 3:170[O1]; 3:171[O1]; 3:172[O1]; 4:33[O1]; 4:71[O1]; 4:77[O1]; 4:84[O1]; 4:91[O1]; 4:104[O1]; 4:144[O5]; 4:145[O5]; 5:1[O5]; 5:2[O5]; 5:3[O5]; 5:51[O5]; 5:57[O5]; 5:90[O5]; 6:51[O1]; 6:118[O1]; 6:119[O1]; 6:120[O1]; 6:121[O1]; 8:15[O1]; 8:16[O1]; 8:17[O1]; 8:45[O1]; 9:1[O5]; 9:2[O5]; 9:3[O5]; 9:5[O1]; 9:14[O1]; 9:15[O1]; 9:29[O1]; 9:38[O5]; 9:39[O5]; 9:41[O1]; 9:123[O1]; 16:5:[O1]; 16:6:[O1]; 16:7:[O1]; 16:8:[O1]; 16:9:[O1]; 16:103[O1]; 16:115[O5]; 16:116[O5]; 16:126[O1]; 17:31[O5]; 17:32[O5]; 17:34[O5]; 17:35[O5]; 17:64[O1]; 17:78[O1]; 17:79[O1]; 20:75[O1]; 20:100[O1]; 22:30[O5]; 22:39[O1]; 23:1[O1]; 23:2[O1]; 23:3[O1]; 23:4[O1]; 23:5[O1]; 23:6[O1]; 23:7[O1]; 23:8[O1]; 23:9[O1]; 23:10[O1]; 23:11[O1]; 23:57[O1]; 23:58[O1]; 23:59[O1]; 23:60[O1]; 23:61[O1]; 24:30[O1]; 24:31[O1]; 24:32[O1]; 24:33[O1]; 33:41[O1]; 33:42[O1]; 33:53[O4]; 33:59[O1]; 39:9[O1]; 47:4[O1]; 47:5[O1]; 47:6[O1]; 47:7[O1]; 47:12[O1]; 48:29[O1]; 49:12[O5]; 59:7[O1]; 60:1[O5]; 60:9[O5]; 60:10[O1]; 65:1[O1]; 65:2[O1]; 65:3[O1]; 65:4[O1]; 65:5[O1]; 65:6[O1]; 65:7[O1]; 66:9[O1]; 98[O1] EndA3}
4.2.4. Outcome Orientation	{Begin A3: 2:25[O1]; 2:82[O1]; 3:15[O1]; 3:57[O1]; 3:168[O1]; 3:169[O1]; 3:170[O1]; 3:171[O1]; 3:172[O1]; 3:185[O1]; 4:13[O1]; 4:14[O1]; 4:57[O1]; 4:74[O1]; 4:75[O1]; 4:76[O1]; 4:93[O1]; 4:162[O1]; 9:72[O1]; 9:111[O1]; 13:35[O1]; 18:107[O1]; 18:108[O1]; 20:75[O1]; 22:30[O1]; 23:3[O1]; 23:4[O1]; 23:5[O1]; 23:6[O1]; 23:7[O1]; 23:8[O1]; 23:9[O1]; 23:10[O1]; 23:11[O1]; 23:57[O1]; 23:58[O1]; 23:59[O1]; 23:60[O1]; 23:61[O1]; 29:57[O1]; 29:58[O1]; 29:59[O1]; 31:8[O1]; 31:9[O1]; 32:19[O1]; 32:20[O1]; 33:35[O1]; 33:73[O5]; 34:36[O1]; 34:37[O1]; 34:38[O5]; 34:39[O5]; 35:36[O5]; 35:37[O5]; 39:73[O1]; 39:74[O1]; 39:75[O1]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 46:12[O1]; 47:2[O1]; 47:4[O1]; 47:5[O1]; 47:6[O1]; 47:7[O1]; 47:12[O1]; 48:5[O1]; 48:6[O1]; 48:29[O1]; 51:15[O1]; 51:16[O1]; 51:17[O1]; 51:18[O1]; 51:19[O1]; 52:17[O1]; 52:18[O1]; 52:19[O1]; 52:20[O1]; 52:22[O1]; 52:23[O1]; 52:24[O1]; 52:25[O1]; 52:26[O1]; 52:27[O1]; 52:28[O1]; 52:29[O1]; 55:46[O1]; 55:57[O1]; 55:58[O1]; 55:59[O1]; 55:60[O1]; 55:61[O1]; 55:62[O1]; 55:63[O1]; 55:64[O1]; 55:65[O1]; 55:66[O1]; 55:67[O1]; 55:68[O1]; 55:69[O1]; 55:70[O1]; 55:71[O1]; 55:72[O1]; 55:73[O1]; 55:74[O1]; 55:75[O1]; 55:76[O1]; 55:77[O1]; 55:78[O1]; 57:19[O1]; 58:5[O5]; 58:9[O5]; 58:13[O1]; 64:5[O5]; 65:10[O1]; 65:11[O1]; 72:23[O5]; 76:11[O1]; 76:12[O1]; 76:13[O1]; 76:14[O1]; 76:15[O1]; 76:16[O1]; 76:17[O1]; 76:18[O1]; 76:19[O1]; 76:20[O1]; 76:21[O1]; 76:22[O1]; 87[O5]; 98[O1] EndA3}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 63. Controlling attributes matrix 3 for “A3” translation continued

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2.5. Passive	{Begin A3: 2:256[O6]; 3:20[O6]; 5:28[O6]; 8:61[O1] End A3}
4.2.6. Stability	{No evidence in A3}
4.2.7. Strength	
4.2.7.1. Strong	{Begin A3: 2:173[O1]; 2:187[O1]; 2:196[O1]; 2:216[O1]; 2:217[O1]; 2:219[O1]; 2:223[O1]; 2:228[O1]; 2:233[O1]; 2:244[O1]; 3:130[O5]; 4:4[O1]; 4:6[O1]; 4:7[O1]; 4:8[O1]; 4:9[O1]; 4:10[O1]; 4:11[O1]; 4:12[O1]; 4:13[O1]; 4:14[O1]; 4:15[O1]; 4:16[O1]; 4:19[O1]; 4:20[O1]; 4:22[O5]; 4:23[O5]; 4:24[O5]; 4:33[O1]; 4:84[O1]; 4:89[O5]; 4:92[O5]; 4:104[O1]; 4:115[O5]; 4:137[O1]; 4:138[O1]; 4:144[O5]; 4:145[O5]; 4:176[O1]; 5:1[O5]; 5:2[O5]; 5:3[O5]; 5:6[O1]; 5:38[O1]; 5:90[O5]; 5:96[O5]; 6:118[O1]; 6:119[O1]; 6:120[O1]; 6:121[O1]; 8:15[O1]; 8:16[O1]; 8:17[O1]; 7:20[O1]; 7:21[O1]; 8:45[O1]; 9:111[O1]; 16:5:[O1]; 16:6:[O1]; 16:7:[O1]; 16:8:[O1]; 16:9:[O1]; 16:75[O1]; 16:115[O5]; 16:116[O5]; 17:31[O5]; 17:32[O5]; 17:34[O5]; 17:35[O5]; 17:78[O1]; 17:79[O1]; 20:75[O1]; 22:30[O5]; 22:39[O1]; 23:3[O1]; 23:4[O1]; 23:5[O1]; 23:6[O1]; 23:7[O1]; 23:8[O1]; 23:9[O1]; 23:10[O1]; 23:11[O1]; 23:57[O1]; 23:58[O1]; 23:59[O1]; 23:60[O1]; 23:61[O1]; 24:4[O1]; 24:5[O1]; 24:6[O1]; 24:7[O1]; 24:8[O1]; 24:9[O1]; 33:59[O1]; 47:2[O1]; 60:1[O5]; 60:9[O5]; 65:1[O1]; 65:2[O1]; 65:3[O1]; 65:4[O1]; 65:5[O1]; 65:6[O1]; 65:7[O1] EndA3}
4.2.7.2. Weak	{No evidence in A3}
4.2.8. Team Orientation	{Begin A3: Napxii[O1]; Ncpixii[O1]; 4:29[O5]; 4:92[O5]; 4:93[O1]; 49:10[O1]; 49:12[O5] EndA3}
4.2.9. Values (Organizational)	{Begin A3: Npxxv[O1]; 2:3[O1]; Np5[O1]; 2:173[O1]; 2:187[O1]; 2:190[O1]; 2:192[O1]; 2:223[O1]; 2:228[O1]; 2:233[O1]; 2:244[O1]; 3:28[O1]; 3:73[O5]; 3:85[O5]; 3:157[O1]; 4:22[O5]; 4:23[O5]; 4:24[O5]; 4:29[O5]; 4:33[O1]; 4:57[O1]; 4:71[O1]; 4:74[O1]; 4:75[O1]; 4:76[O1]; 4:84[O1]; 4:89[O5]; 4:91[O1]; 4:92[O5]; 4:104[O1]; 4:176[O1]; 5:1[O5]; 5:2[O5]; 5:3[O5]; 5:33[O5]; 5:51[O5]; 5:57[O5]; 5:90[O5]; 8:15[O1]; 8:16[O1]; 8:17[O1]; 8:59[O1]; 8:60[O1]; 8:61[O1]; 8:67[O1]; 9:5[O1]; 9:14[O1]; 9:15[O1]; 9:23[O5]; 9:29[O1]; 9:38[O5]; 9:39[O5]; 9:41[O1]; 9:111[O1]; 9:123[O1]; 13:35[O1]; 16:5:[O1]; 16:6:[O1]; 16:7:[O1]; 16:8:[O1]; 16:9:[O1]; 16:75[O1]; 16:115[O5]; 16:116[O5]; 16:126[O1]; 17:31[O5]; 17:32[O5]; 17:34[O5]; 17:35[O5]; 17:64[O1]; 17:78[O1]; 17:79[O1]; 18:107[O1]; 18:108[O1]; 20:75[O1]; 22:30[O5]; 22:39[O1]; 23:3[O1]; 23:4[O1]; 23:5[O1]; 23:6[O1]; 23:7[O1]; 23:8[O1]; 23:9[O1]; 23:10[O1]; 23:11[O1]; 23:57[O1]; 23:58[O1]; 23:59[O1]; 23:60[O1]; 23:61[O1]; 24:4[O1]; 24:5[O1]; 24:6[O1]; 24:7[O1]; 24:8[O1]; 24:9[O1]; 24:30[O1]; 24:31[O1]; 24:60[O2]; 29:57[O1]; 29:58[O1]; 29:59[O1]; 31:2[O1]; 31:3[O1]; 31:4[O1]; 31:5[O1]; 31:8[O1]; 31:9[O1]; 32:19[O1]; 32:20[O1]; 33:35[O1]; 33:41[O1]; 33:42[O1]; 33:53[O4]; 33:59[O1]; 33:73[O5]; 34:36[O1]; 34:37[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 64. Controlling attributes matrix 4 for “A3” translation continued

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2.9. Values (Organizational)	34:38[O5]; 34:39[O5]; 35:36[O5]; 35:37[O5]; 36:6[O1]; 36:7[O1]; 36:8[O1]; 36:9[O1]; 36:10[O1]; 39:9[O1]; 39:27[O1]; 39:28[O1]; 39:73[O1]; 39:74[O1]; 39:75[O1]; 45:20[O1]; 46:12[O1]; 47:2[O1]; 47:12[O1]; 48:5[O1]; 48:6[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 49:2[O5]; 49:3[O5]; 49:4[O5]; 49:7[O1]; 49:9[O1]; 49:10[O1]; 49:12[O5]; 51:10[O5]; 51:11[O5]; 51:12[O5]; 51:13[O5]; 51:14[O5]; 51:15[O1]; 51:16[O1]; 51:17[O1]; 51:18[O1]; 51:19[O1]; 55:46[O1]; 55:47[O1]; 55:48[O1]; 55:49[O1]; 55:50[O1]; 55:51[O1]; 55:52[O1]; 55:53[O1]; 55:54[O1]; 55:55[O1]; 55:56[O1]; 55:57[O1]; 55:58[O1]; 55:59[O1]; 55:60[O1]; 55:61[O1]; 55:62[O1]; 55:63[O1]; 55:64[O1]; 55:65[O1]; 55:66[O1]; 55:67[O1]; 55:68[O1]; 55:69[O1]; 55:70[O1]; 55:71[O1]; 55:72[O1]; 55:73[O1]; 55:74[O1]; 55:75[O1]; 55:76[O1]; 55:77[O1]; 55:78[O1]; 57:7[O1]; 57:19[O1]; 57:28[O1]; 58:5[O5]; 58:9[O5]; 58:13[O1]; 59:7[O1]; 60:1[O5]; 60:9[O5]; 64:5[O5]; 65:1[O1]; 65:2[O1]; 65:3[O1]; 65:4[O1]; 65:5[O1]; 65:6[O1]; 65:7[O1]; 65:10[O1]; 65:11[O1]; 66:9[O1]; 76:11[O1]; 76:12[O1]; 76:13[O1]; 76:14[O1]; 76:15[O1]; 76:16[O1]; 76:17[O1]; 76:18[O1]; 76:19[O1]; 76:20[O1]; 76:21[O1]; 76:22[O1]; 98:7[O1]; 98:8[O1] EndA3}
4.2.10. Clan Control	{Begin A3: Npxxv[O1]; 2:187[O1]; 2:219[O1]; 3:28[O1]; 3:73[O5]; 3:85[O5]; 4:6[O1]; 4:15[O1]; 4:16[O1]; 4:115[O5]; 4:137[O1]; 4:138[O1]; 4:144[O5]; 4:145[O5]; 5:6[O1]; 5:38[O1]; 5:51[O5]; 5:57[O5]; 6:118[O1]; 6:119[O1]; 6:120[O1]; 6:121[O1]; 9:23[O5]; 16:75[O1]; 16:103[O1]; 17:78[O1]; 17:79[O1]; 24:4[O1]; 24:5[O1]; 24:6[O1]; 24:7[O1]; 24:8[O1]; 24:9[O1]; 24:30[O1]; 24:31[O1]; 24:32[O1]; 24:33[O1]; 24:60[O2]; 39:9[O1]; 60:1[O5]; 60:9[O5]; 60:10[O1] EndA3}
<b>5. Internal Stakeholders</b>	
5.1. Employees	{No evidence in A3}
5.2. Employee Groups	{No evidence in A3}
5.3. Owners	{No evidence in A3}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 65. External organizational systems attributes matrix 1 for “A3” translation

External Organizational Systems Attributes	
<b>6. Environments</b>	
6.1. Competitive	
6.1.1. Buyers & Suppliers	{Begin A3: Napxviii[O1]; Npxxvi[O1]; 2:276[O1]; 2:280[O1]; 2:282[O1]; 4:29[O5]; 17:35[O1]; 26:181[O1]; 26:182[O1]; 26:183[O1]; 83:1[O5]; 83:2[O5]; 83:3[O5] EndA3}
6.1.2. Competitors	{Begin A3: Napxviii[O1] EndA3}
6.1.3. Labor Market	{No evidence in A3}
6.2. Macroenvironment	
6.2.1. Global	{Begin A3: 8:73[O1]; 9:33[O1]; End A3}
6.2.2. Human Resource	{No evidence in A3}
6.2.3. Legal and Regulatory	{No evidence in A3}
6.2.4. Macroeconomic	{No evidence in A3}
6.2.5. Natural	{No evidence in A3}
6.2.6. Political	
6.2.6.1. International	{Begin A3: Napix[O1]; Napxviii[O1];5:10[O5]; 5:33[O5]; 6:51[O1]; 7:2[O1]; 7:3[O1]; 8:59[O1]; 8:60[O1]; 8:61[O1]; 9:1[O5]; 9:2[O5]; 9:3[O5]; 9:52[O1]; 10:1[O1]; 10:2[O1]; 16:75[O1]; 17:15[O5]; 22:49[O1]; 22:50[O1]; 22:51[O1]; 22:72[O5]; 24:54[O1]; 32:19[O1]; 32:20[O1]; 33:57[O5]; 35:36[O5]; 35:37[O5]; 36:11[O1]; 38:65[O1]; 38:66[O1]; 38:67[O1]; 38:68[O1]; 38:69[O1]; 38:70[O1]; 40:18[O5]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 42:7[O1]; 43:3[O1]; 43:4[O1]; 45:20[O1]; 47:33[O1]; 48:27[O1]; 48:28[O1]; 48:29[O1]; 51:10[O5]; 51:11[O5]; 51:12[O5]; 51:13[O5]; 51:14[O5]; 58:5[O5]; 58:9[O5]; 64:5[O5]; 64:10[O5]; 72:23[O5]; 87[O5] EndA3}
6.2.6.2. National	{No evidence in A3}
6.2.6.3. Regional	{No evidence in A3}
6.2.7. Sociocultural	{Begin A3: 8:54[O1]; 8:67[O1]; 8:73[O1]; 9:33[O1]; 21:18[O1] End A3}
6.2.8. Technological	{No evidence in A3}
<b>7. External Stakeholders</b>	
7.1. Customers	{No evidence in A3}
7.2. Financial Community	{Begin A3: Napxviii[O1]; Npxxvi[O1]; 2:275[O5]; 2:276[O5]; 2:280[O1]; 2:282[O1]; 3:130[O5] EndA3}
7.3. Government Agencies	{No evidence in A3}
7.4. Regulatory Agencies	{No evidence in A3}
7.5. Shareholders	{No evidence in A3}
7.6. Trade Associations	{No evidence in A3}
7.7. Unions	{No evidence in A3}
<b>8. Media</b>	
8.1. International	{No evidence in A3}
8.2. National	{No evidence in A3}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

Table 66. External organizational systems attributes matrix 2 for “A3” translation

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin A3; Nepxii[O1]; Napxviii[O1]; Nbpxxiii[O1]; 2:190[O1]; 2:192[O1]; 2:194[O1]; 2:216[O1]; 2:217[O1]; 2:244[O1]; 2:279[O1]; 3:157[O1]; 3:167[O1]; 3:168[O1]; 3:169[O1]; 3:170[O1]; 3:171[O1]; 3:172[O1]; 4:71[O1]; 4:74[O1]; 4:75[O1]; 4:76[O1]; 4:77[O1]; 4:84[O1]; 4:91[O1]; 4:104[O1]; 5:10[O5]; 5:33[O5]; 8:15[O1]; 8:16[O1]; 8:17[O1]; 7:20[O1]; 7:21[O1]; 7:24[O1]; 8:45[O1]; 8:59[O1]; 8:60[O1]; 8:61[O1]; 8:67[O1]; 9:1[O5]; 9:2[O5]; 9:3[O5]; 9:5[O1]; 9:14[O1]; 9:15[O1]; 9:29[O1]; 9:38[O5]; 9:39[O5]; 9:41[O1]; 9:52[O1]; 9:111[O1]; 9:123[O1]; 16:126[O1]; 17:64[O1]; 22:39[O1]; 22:49[O1]; 22:50[O1]; 22:51[O1]; 26:192[O1]; 26:193[O1]; 26:194[O1]; 26:195[O1]; 33:57[O5]; 40:18[O5]; 47:4[O1]; 47:5[O1]; 47:6[O1]; 47:7[O1]; 48:29[O1]; 49:9[O1]; 61:11[O1]; 66:9[O1] EndA3}
9.2. Competitive Pacifications	{Begin A3: 2:256[O1]; 4:86[O1]; 13:29[O1]; 14:23[O1] End A3}
9.3. Public Relations	{Begin A3: Napxxiii[O1]; 5:10[O5]; 5:33[O5]; 8:59[O1]; 8:60[O1]; 8:61[O1]; 8:67[O1]; 9:1[O5]; 9:2[O5]; 9:3[O5]; 9:52[O1]; 17:15[O5]; 22:49[O1]; 22:50[O1]; 22:51[O1]; 22:72[O5]; 35:36[O5]; 35:37[O5]; 41:6[O1]; 41:7[O1]; 41:8[O1]; 42:7[O1]; 45:20[O1]; 47:4[O1]; 47:5[O1]; 47:6[O1]; 47:7[O1]; 48:29[O1]; 51:10[O5]; 51:11[O5]; 51:12[O5]; 51:13[O5]; 51:14[O5]; 58:5[O5]; 58:9[O5]; 64:5[O5]; 64:10[O5]; 67:26[O1]; 72:23[O5]; 87[O5] EndA3}
9.4. Legal Action	{No evidence in A3}
9.5. Political	{No evidence in A3}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

### First Supporting Qur’anic Text

Al-Zarnuji’s (1947/2003) *Instruction of the Student: The Method of Learning* was the first supplemental text analyzed. There are 221 data points providing organizational planning, leading, organizing, and controlling attributes in this translation which support the evidence found in the primary case. This case consisted of only one volume and 64 pages compared to the primary case’s nine volumes and 4,345 pages of text, Due to the surprisingly voluminous amount of data accumulated in the overall case, a limited discussion will follow that illuminates previous evidence from a different perspective.

Tables 67-69 are provided for the attributes found (Attributes 1-4.2.10). No other evidence was found.

Table 67. Leading attributes matrix for “S1” supporting text

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committees	{No evidence in S1}
1.1.2. Formal	
1.1.2.1. Downward	{Begin S1: PpVII[O1]; PapVIII[O1]; PbpVIII[O1]; SpX[O1]; Pp2[O1]; Pp13[O1] End S1}
1.1.2.2. Upward	{No evidence in S1}
1.1.2.3. Horizontal	{No evidence in S1}
1.1.3. Informal Grapevine	{No evidence in S1}
1.1.4. Public Relations Policy	{No evidence in S1}
1.2. Motivating Employees	{No evidence in S1}
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	{No evidence in S1}
1.3.2. Barriers to Decision Making	{Begin S1: PpVII[O1]; PapVIII[O1]; PbpVIII[O1]; SbpIX[O1]; SpX[O1]; Pp2[O1]; Pbp4[O1]; Pp10[O1]; Pp13[O1]; Pa14[O1]; Pb14[O1]; Pc14[O1]; Pap15[O1]; Pbp15[O1]; Pap16[O1]; Pbp16[O1]; Pcp16[O1]; Pap17[O1]; Pbp17[O1]; Pap15[O1]; Pp26[O1]; Pp28[O1]; Pap45[O1] End S1}
1.4. Sources of Power	
1.4.1. Coercive	{No evidence in S1}
1.4.2. Expert	{No evidence in S1}
1.4.3. Legitimate	{No evidence in S1}
1.4.4. Reward	{No evidence in S1}
1.4.5. Referent	{No evidence in S1}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

*Barriers to decision making attributes* (Table 67). In the forward to Al-Zarnuji’s (1947/2003) text, Yusuf (2003) elucidates that the “ISLAMIC COMMUNITY IS ONE ROOTED IN THE CONCEPT of *adab*” which means Muslims “are aware of their place



in a hierarchy,” even in the “modern” world; and Yusuf intimates that being subject to an Islamic leader is “a sign of “good breeding” (p. VII). He elaborates, quoting Muhammad who stated, “I was commanded to treat people according to their stature.” (p. VII). Delving further into this concept, Yusuf (2003) adds that average Muslims, untrained in Islamic jurisprudence, are not capable of understanding the intricacies of Islam and Shari‘a unless they study Islamic Law and become a recognized Islamic scholar. Furthermore he states that knowledge came from Allah and from Muhammad, who was created superior to all human beings; therefore, Muslims are required to follow Muhammad’s teachings (Al-Zarnuji, 1947/2003, pp. VIII-IX).

Finally, Yusuf declares that the “Muslim nation is suffering from ignorance” he defined as the loss of “*adab*” ending with a plea that Al-Zarnuji’s text “should be a starting point for the revival of this Islamic tradition that has always been the preamble to the Islamic Renaissance” (p. X-XI). Chapter 1 provides additional evidence concerning Muslims search for knowledge of Shari‘a even warning Muslims that whatever field of they engage in, Muslims must ensure they avoid all that is “forbidden” according to Islamic Law (p. 3). The chapter also provides guidance regarding which areas are “discouraged” like “astronomy (pp. 4-5).

Chapter 4 requires Muslims to “venerate” and become “slaves” of their teachers (p. 13). Venerating includes avoiding speaking without teachers’ permission; avoiding asking questions when teachers are tired, and revering teachers’ children. In addition, Muslims are obligated to do whatever their teachers tell them to do, including following fields of study their teachers direct them to study, providing the commands follow Islamic Law. This instructional text to students also suggests that the “survival of Islam”

is dependent upon Muslims understanding Islamic Law and encourages them to begin their study when adolescence begins (pp. 1, 13-17, 37).

The remainder of the evidence in this supporting text support previous findings without providing new perspectives on the attributes; therefore, no further discussion will follow for the attributes identified in Tables 71 and 72.

Table 68. Planning and organizing attributes matrix for “S1” supporting text

Internal Organizational Systems Attributes	
<b>2. Planning</b>	
2.1. Vision	{Begin S1: Pp1[O1]; Pap4[O1]; Pp6[O1]; Sp12[O1] End S1}
2.2. Mission	{Begin S1: Pp5[O1]; Pp6[O1]; Pp30[O1] End S1}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{No evidence in S1}
2.3.2. Strategic Objectives	{Begin S1: Sap4[O1]; Pp7[O1] End S1}
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{No evidence in S1}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in S1}
3.1.2.2. Geographic	{No evidence in S1}
3.1.2.3. Product	{No evidence in S1}
3.1.3. Matrix	{No evidence in S1}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority	{Begin S1: PpVII[O1]; PapVIII[O1]; PbpVIII[O1]; SapIX[O1]; SpX[O1]; Pp1[O1]; Pp2[O1]; Pap4[O1]; Pp7[O1]; Pp10[O1]; Pa14[O1]; Pb14[O1]; Pc14[O1]; Pap15[O1]; Pbp15[O1]; Pap16[O1]; Pbp16[O1]; Pcp16[O1]; Pap17[O1]; Pbp17[O1]; Pap15[O1]; Pp28[O1]; Pp38[O1] End S1}
3.2.1.2. Decentralization of Authority	{No evidence in A3, S1}
3.2.1.3. Delegation of Authority	{No evidence in A3, S1}
3.2.1.4. Line Authority	{No evidence in A3, S1}
3.2.1.5. Functional	{No evidence in S1}
3.2.1.6. Unity of Command	{No evidence in S1}
3.2.1.7. Span of Control	{No evidence in S1}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 69. Controlling attributes matrix for “S1” supporting text

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No evidence in S1}
4.1.2. Financial	{Begin S1: Sap4[O1]; Pcp51[O1] End S1}
4.1.3. Legal	{Begin S1: SbpIX[O1]; Sp3[O1]; Pp5[O1] End S1}
4.2. Corporate Culture Control	
4.2.1. Aggressive	{Begin S1: SapIX[O1]; SpX[O1]; Pp38[O1] End S1}
4.2.2. Artifacts	{Begin S1: Pp2[O1]; Sap4[O1]; Pbp45[O1]; Pap52[O1]; Sap52[O1]; Pbp52[O1]; Pap53[O1]; Pbp53[O1] End S1}
4.2.3. Behavioral Patterns	{Begin S1: PpVII[O1]; PapVIII[O1]; PbpVIII[O1]; SpX[O1]; Pp2[O1]; Pap4[O1]; Sap4[O1]; Pbp4[O1]; Pp6[O1]; Pp9[O1]; Pp10[O1]; Pp11[O1]; Pp13[O1]; Pa14[O1]; Pb14[O1]; Pc14[O1]; Pap15[O1]; Pbp15[O1]; Pap16[O1]; Pbp16[O1]; Pcp16[O1]; Pap17[O1]; Pbp17[O1]; Pap15[O1]; Sp27[O1]; Pp28[O1]; Pp30[O1]; Pp37[O1]; Pp43[O1]; Pp44[O1]; Pp47[O1]; Pbp52[O1]; Pap53[O1]; Pbp53[O1] End S1}
4.2.4. Outcome Orientation	{Begin S1: Pp5[O1]; Pp6[O1] End S1}
4.2.5. Passive	{No evidence in S1}
4.2.6. Stability	{No evidence in S1}
4.2.7. Strength	
4.2.7.1. Strong	{Begin S1: Pbp4[O1]; Pp9[O1]; Pp10[O1]; Pp11[O1]; Pp13[O1]; Pa14[O1]; Pb14[O1]; Pc14[O1]; Pap15[O1]; Pbp15[O1]; Pap16[O1]; Pbp16[O1]; Pcp16[O1]; Pap17[O1]; Pbp17[O1]; Pap15[O1]; Pap24[O1]; Pbp24[O1]; Pbp24[O1]; Pp26[O1]; Sp27[O1]; Pp30[O1]; Pp37[O1]; Pp43[O1]; Pp44[O1]; Pap45[O1]; Pp47[O1]; Pp48[O1]; Pap51[O1]; Pap51[O1]; Pap52[O1]; Sap52[O1]; Sbp52[O1]; Pbp52[O1]; Pap53[O1]; Pbp53[O1] End S1}
4.2.7.2. Weak	{No evidence in S1}
4.2.8. Team Orientation	{No evidence in S1}
4.2.9. Values (Organizational)	{Begin S1: PpVII[O1]; SpVII[O1]; PapVIII[O1]; PbpVIII[O1]; SapIX[O1]; SpX[O1]; Pp2[O1]; Sp3[O1]; Pap4[O1]; Sap4[O1]; Pbp4[O1]; Pp5[O1]; Pp6[O1]; Pp9[O1]; Pp10[O1]; Pp11[O1]; Pp13[O1]; Pa14[O1]; Pb14[O1]; Pc14[O1]; Pap15[O1]; Pbp15[O1]; Pap16[O1]; Pbp16[O1]; Pcp16[O1]; Pap17[O1]; Pbp17[O1]; Pap15[O1]; Sp27[O1]; Pp28[O1]; Pp30[O1]; Pp37[O1]; Pp43[O1]; Pp44[O1]; Pap45[O1]; Pbp45[O1]; Pp47[O1]; Pap52[O1]; Sap52[O1]; Pbp52[O1]; Pap53[O1]; Pbp53[O1] End S1}
4.2.10. Clan Control	{Begin S1: PapVIII[O1]; PbpVIII[O1]; SapIX[O1]; SbpIX[O1]; SpX[O1]; Pp1[O1]; Pp2[O1]; Pap4[O1]; Pp9[O1]; Pp11[O1]; Pp13[O1]; Pa14[O1]; Pb14[O1]; Pc14[O1]; Pap15[O1]; Pbp15[O1]; Pap16[O1]; Pbp16[O1]; Pcp16[O1]; Pap17[O1]; Pbp17[O1]; Pap15[O1]; Pap24[O1]; Pp26[O1]; Pp37[O1]; Pbp45[O1]; Pap51[O1]; Pap51[O1]; Sbp52[O1] End S1}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

### *Second Supporting Qur'anic Text*

Cleary's (2001) *The Wisdom of the Prophet: Sayings of Muhammad: Selections from the Hadith* was the second supplemental text analyzed. There are 262 data points providing organizational planning, leading, organizing, controlling, and external environments attributes in this text (Tables 70-73) which support the evidence found in the primary case. This case consisted of only one volume and 131 pages compared to the primary case's nine volumes and 4,345 pages of text, Due to the surprisingly voluminous amount of data accumulated in the overall case, a limited discussion will follow that illuminates previous evidence from a different perspective not previously discussed. Two data points provide additional insight into barriers to decision making and the controlling attributes of a strong culture and clan control.

*Barriers to decision making attributes.* Suppressing independent thought and intellectual inquiry, Muhammad taught Muslims they are not allowed to question the source of natural phenomena; rather, they are obligated to believe that everything comes from Allah. For example, he said that if any of his followers suggested that rain was a result of "atmospheric phenomenon," they would be considered "disbelievers" (p. 72).

*Controlling attributes: strong culture and clan control.* A new example was provided of Muhammad's brutality when dealing with people who violated Islamic Law. In this instance, he had "their hands and feet cut off and their eyes seared, and left them in a stony area, biting on rocks (p. 59). The remaining data support the previous evidence without providing any new information and, therefore, will not be discussed. Tables 73-76 are provided for the readers' information.

Table 70. Leading and planning attributes matrix for “S2” supporting text

Internal Organizational Systems Attributes	
<b>1. Leading (Influencing)</b>	
1.1. Communications	
1.2. Corporate Political Action Committees	{No evidence in S2}
1.2.1. Formal	
1.2.1.1. Downward	{Begin S2: Hbp24[O1]; Hap31[O1]; Hp70[O1]; Hp110[O1]; Hp122[O1] End S2}
1.2.1.2. Upward	{No evidence in S2}
1.2.1.3. Horizontal	{No evidence in S2}
1.2.2. Informal Grapevine	{No evidence in S2}
1.2.3. Public Relations Policy	{No evidence in S2}
1.3. Motivating Employees	{Begin S2: Hp3[O1]; Hp29[O1] End S2}
1.4. Organizational Decision-Making Characteristics	
1.4.1. Organizational Decision-Making Process	{Begin S2: Hp109[O1] End S2}
1.4.2. Barriers to Decision Making	{Begin S2: Hp4[O1]; Hp33[O1]; Hp72[O1]; Hp99[O5]; Hp110[O1]; Hp121[O1] End S2}
1.5. Sources of Power	
1.5.1. Coercive	{No evidence in S2}
1.5.2. Expert	{Begin S2: Hp2[O1]; Hp12[O1]; Hp15[O1]; Hbp19[O1]; Hbp24[O1]; Hp42[O1]; Hp70[O1]; Hp72[O1]; Hp77[O1]; Hbp87[O1]; Hp106[O1]; Hp110[O1]; Hp122[O1] End S2}
1.5.3. Legitimate	{Begin S2: Hp2[O1]; Hp12[O1]; Hp15[O1]; Hbp19[O1]; Hbp24[O1]; Hp28[O1]; Hp42[O1]; Hp70[O1]; Hp72[O1]; Hp77[O1]; Hbp87[O1]; Hp106[O1]; Hp110[O1]; Hp122[O1] End S2}
1.5.4. Reward	{Begin S2: Hp3[O1]; Hbp58[O1]; Hp70[O1]; Hap129[O1]; Hbp129[O1] End S2}
1.5.5. Referent	{No evidence in S2}
<b>2. Planning</b>	
2.1. Vision	{Begin S2: Hap24[O1]; Hp39[O5]; Hp77[O1]; Hp122[O1] End S2}
2.2. Mission	{Begin S2: Hp7[O1]; Hp11[O1]; Hp15[O1]; Hap24[O1]; Hp42[O1]; Hap76[O1]; Hp77[O1]; Hp122[O1] End S2}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin S2: Hp9[O1]; Hp77[O1] End S2}
2.3.2. Strategic Objectives	{Begin S2: Hap27[O1]; Hbp56[O1]; Hp77[O1]; Hbp87[O1]; Hbp94[O1]; Hp105[O1]; Hp119[O1] End S2}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 71. Organizing and Controlling Attributes matrix for “S2” Supporting Text

Internal Organizational Systems Attributes	
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{No evidence in S1-S2}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in S2}
3.1.2.2. Geographic	{No evidence in S2}
3.1.2.3. Product	{No evidence in S2}
3.1.3. Matrix	{No evidence in S2}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority	{Begin S2: Hp4[O1]; Hap6[O1]; Hp28[O1]; Hp33[O1]; Hp72[O1]; Hbp75[O6]; Hp77[O1]; Hp99[O5]; Hp106[O1]; Hp110[O1]; Hp121[O1] End S2}
3.2.1.2. Decentralization of Authority	{No evidence in S2}
3.2.1.3. Delegation of Authority	{No evidence in S2}
3.2.1.4. Line Authority	{No evidence in S2}
3.2.1.5. Functional	{No evidence in S2}
3.2.1.6. Unity of Command	{No evidence in S2}
3.2.1.7. Span of Control	{No evidence in S2}
<b>4. Controlling (Evaluating)</b>	
4.1. Bureaucratic Control	
4.1.1. Audits	{No evidence in S2}
4.1.2. Financial	{Begin S2: Hap27[O1]; Hp37[O5]; Hbp94[O1]; Hp114[O5]; Hp119[O1];
4.1.3. Legal	{Begin S2: Hap23[O1]; Hp25[O1]; Hbp27[O1]; Hap30[O1]; Hbp31[O1]; Hp37[O5]; Hbp51[O1]; Hp54[O1]; Hbp56[O1]; Hp66[O5]; Hap67[O5]; Hbp67[O1]; Hp77[O1]; Hap115[O5]; Hbp115[O5] End S2}

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Table 72. Controlling and internal stakeholder matrix for “S2” supporting text

Internal Organizational Systems Attributes	
Controlling (Evaluating)	
4.2. Corporate Culture Control	
4.2.1. Aggressive	{Begin S2: Hbp19[O1]; Hp25[O1]; Hap31[O1]; Hbp47[O1]; Hp49[O1]; Hp59[O1]; Hp111[O1]; End S2}
4.2.2. Artifacts	{Begin S2: Hp43[O1]; Hp65[O1]; Hp72[O1]; Hbp87[O1]; Hp122[O1] End S2}
4.2.3. Behavioral Patterns	{Begin S2: Hp3[O1]; Hp9[O1]; Hp16[O5]; Hap19[O1]; Hcp30[O1]; Hap34[O1]; Hbp34[O1]; Hp43[O1]; Hap47[O1]; Hp49[O1]; Hap67[O5]; Hbp67[O1]; Hcp67[O5]; Hp68[O1]; Hp69[O1]; Hp71[O1]; Hp72[O1]; Hp74[O1]; Hp116[O1]; Hp119[O1] End S2}
4.2.4. Outcome Orientation	{Begin S2: Hp21[O1]; Hcp23[O1]; Hbp30[O1]; Hp41[O1]; Hp46[O1]; Hap47[O1]; Hap51[O5]; Hap58[O1]; Hp65[O1]; Hp68[O1]; Hp69[O1]; Hp70[O1]; Hap75[O5]; Hap76[O1]; Hp91[O1]; Hp93[O1]; Hp109[O1]; Hp117[O1]; Hp125[O1]; Hp130[O1] End S2}
4.2.5. Passive	{No evidence in S2}
4.2.6. Stability	{No evidence in S2}
4.2.7. Strength	
4.2.7.1. Strong	{Begin S2: Hp13[O1]; Hp14[O1]; Hp16[O5]; Hbp23[O1]; Hp25[O1]; Hp28[O1]; Hp43[O1]; Hap47[O1]; Hbp47[O1]; Hp50[O1]; Hap51[O5]; Hbp51[O1]; Hp54[O1]; Hp59[O2]; Hcp67[O5]; Hp71[O1]; Hp72[O1]; Hp74[O1]; Hbp76[O5]; Hap87[O1]; Hbp87[O1]; Hp110[O1]; Hp116[O1]; Hp117[O1]; Hp120[O1]; Hp122[O1]; Hp127[O1] End S2}
4.2.7.2. Weak	{No evidence in: P1-P9; A1-A3; S1-S2}
4.2.8. Team Orientation	{Begin S2: Hap19[O1]; Hbp19[O1]; Hbp34[O1]; Hap56[O4]; Hap58[O1]; Hcp67[O5]; Hbp76[O5]; Hp99[O5]; Hp116[O1]; Hp117[O1] End S2}
4.2.9. Values (Organizational)	{Begin S2: Hp2[O1]; Hp3[O1]; Hp9[O1]; Hp16[O5]; Hp21[O1]; Hcp23[O1]; Hp25[O1]; Hp29[O1]; Hcp30[O1]; Hap34[O1]; Hbp34[O1]; Hp43[O1]; Hap47[O1]; Hp49[O1]; Hp55[O1]; Hap56[O4]; Hap58[O1]; Hp64[O1]; Hcp67[O5]; Hp68[O1]; Hp69[O1]; Hp70[O1]; Hp72[O1]; Hbp76[O5]; Hp77[O1]; Hap87[O1]; Hp91[O1]; Hp93[O1]; Hp116[O1]; Hp117[O1]; Hp119[O1]; Hp122[O1]; Hp125[O1]; Hp127[O1]; Hp130[O1] End S2}
4.2.10. Clan Control	{Begin S2: Hp2[O1]; Hap23[O1]; Hap31[O1]; Hp43[O1]; Hbp47[O1]; Hp50[O1]; Hp59[O1]; Hcp67[O5]; Hp74[O1]; Hp77[O1]; Hp99[O5]; Hp110[O1]; Hp111[O1]; Hp120[O1]; Hp122[O1] End S2}
5. Internal Stakeholders	
5.1. Employees	{Begin S2: Hp17[O1] End S2}
5.2. Employee Groups	{No evidence in S2}
5.3. Owners	{No evidence in S2}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.

Table 73. External environments attributes matrix for “S2” supporting text

External Organizational Systems Attributes		
6. Environments		
6.1. Competitive		
6.1.1. Buyers & Suppliers	{Begin S2: Hp16[O5]; Hap67[O5]; Hbp67[O1]; Hcp67[O5]; Hp77[O1] End S2}	
6.1.2. Competitors	{Begin S2: Hp66[O5]; Hap67[O5]; Hcp67[O5] End S2}	
6.1.3. Labor Market	{No evidence in S2}	
6.2. Macroenvironment		
6.2.1. Global	{No evidence in S1-S2}	
6.2.2. Human Resource	{No evidence in S2}	
6.2.3. Legal and Regulatory	{No evidence in A3; S1-S2}	
6.2.4. Macroeconomic	{No evidence in S2}	
6.2.5. Natural	{No evidence in S2}	
6.2.6. Political		
6.2.6.1. International	{Begin S2: Hp29[O1]; Hp70[O1]; Hp77[O1] End S2}	
6.2.6.2. National	{No evidence in S2}	
6.2.6.3. Regional	{No evidence in S2}	
6.2.7. Sociocultural	{No evidence in S2}	
6.2.8. Technological	{No evidence in S2}	
7. External Stakeholders		
7.1. Customers	{No evidence in S2}	
7.2. Financial Community	{No evidence in S2}	
7.3. Government Agencies	{No evidence in S2}	
7.4. Regulatory Agencies	{No evidence in S2}	
7.5. Shareholders	{No evidence in S2}	
7.6. Trade Associations	{No evidence in S2}	
7.7. Unions	{No evidence in S2}	
8. Media		
8.1. International	{No evidence in S2}	
8.2. National	{No evidence in S2}	
9. Influencing Corporate Environments		
9.1. Competitive Aggression	{Begin S2: Hp3[O1]; Hp29[O1]; Hcp30[O1]; Hap34[O1]; Hp64[O1]; Hcp67[O5]; Hp68[O1]; Hp69[O1]; Hp77[O1]; Hp83[O1]; Hp111[O1]; Hp116[O1] End S2}	
9.2. Competitive Pacifications	{No evidence in S1-S2}	
9.3. Public Relations	{Begin S2: Hp29[O1]; Hp70[O1]; Hp77[O1]; Hp83[O1]; Hap94[O1] End S2}	
9.4. Legal Action	{No evidence in S2}	
9.5. Political	{No evidence in S2}	

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.



### Third Supporting Qur'anic Text

Ibn Naqib al-Misri's (d. 1368/1994) *Reliance of the Traveler: A Classic Manual of Islamic Sacred Law* was the third supplemental text analyzed. There are 19,441 data points providing organizational planning, leading, organizing, controlling, and external environments attributes in this text (Tables 74-155) which provide substantive support to the evidence found in the previous cases. This case consisted of one volume and 1,232 pages. However, this text delves into substantial depth into the intricate meaning of various Islamic Law concepts. Due to the surprisingly voluminous amount of data accumulated in this case and in the overall case, a limited discussion will follow on selected evidence that illuminates previous evidence from different perspectives.

Table 74. Leading attributes matrix 1 for “S3” supporting text

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committees	{No evidence in S3}
1.1.2. Formal	
1.1.2.1. Downward	{Begin S3: Pbpvii[O1]; a2.2[O1]; a2.7[O1]; a4.2[O1]; b7.3[O1]; b7.4[O1]; e5.18[O1]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 75. Leading attributes matrix 2 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1 Corporate Political Action Committees	
1.1.2. Formal	
1.1.2.1 Downward	<p>o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p9.5[O1]; p13.1[O1]; p13.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p40.1[O1]; p40.2[O1]; p49.1[O1]; p49.2[O1]; u3.5[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3</p>

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

*Leading attributes. downward communications.* In *Book B, The Validity of Following Qualified Scholarship*, a unique aspect of Islamic leadership is examined, relating to the authority of Islamic scholars whereby Muhammad taught that the Islamic community “is divinely protected from error” (Section b7.4, p. 24). In *Book O, Justice*, apostasy is further defined to include reviling Muhammad, denying “any verse of the Qur’an” or to deny any ruling made through “scholarly consensus” all of which are prohibited (Section o8.7, pp. 596-597).

*Organizational controlling attributes.* There are 11,832 evidentiary data points indicative of organizational controlling attributes within Shari‘a. There are 1, 572 attributes displaying internal organizational aggressiveness. One unique internal aggressive attribute is the requirement that Imams are “obliged to kill... anyone” who asserts that they do not “need to obey” the precepts of Islamic Law (Section s4.6, p. 789). There are 1,830 data points indicative of organizational values attributes. While covered in the discussion on trade, how Muslims consider abandoned children is telling regarding their values. When an abandoned child is discovered “in a Muslim town,” the child is considered a Muslim. More importantly, if an abandoned child is found in a non-Muslim town, the child is still considered a Muslim as long as one Muslim lives in the area. The rationale is that “Islam is given precedence, as it always surpasses and is never suppressed” by any other religion or organization (Section k28.1, p. 450).

Table 76. Leading attributes matrix 3 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1.2.2. Upward	{No evidence in S3}
1.1.2.3. Horizontal	{No evidence in S3}
1.1.3. Informal Grapevine	{No evidence in S3}
1.1.4. Public Relations Policy	{No evidence in S3}
1.2. Motivating Employees	{Begin S3: Ppxiv[O1]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]End S3}
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	{Begin S3: f18.13[O2]; f18.14[O2]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p13.1[O1]; p13.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p40.1[O1]; p40.2[O1]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1]; t3.5[O1];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 77. Leading attributes matrix 4 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.1 Organizational Decision-Making Process	t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}
1.3.2. Barriers to Decision Making 1	{Begin S3: Ppxvi[O1]; a3.1[O4]; a3.3[O5]; a4.2[O1]; a7.2[O5]; a7.3[O5]; b2.1[O1]; b4.0[O5]; b4.1[O5]; b5.0[O1]; b5.1[O1]; b7.1[O1]; b7.3[O1]; b7.4[O1]; b7.5[O1]; b7.6[O5]; e5.18[O1]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; h3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 78. Leading attributes matrix 5 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.2 Barriers to Decision Making 2	<p>j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1];</p>

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 79. Leading attributes matrix 6 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.2 Barriers to Decision Making 3	n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p13.1[O1]; p13.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p40.1[O1]; p40.2[O1]; p64.1[O1]; p75.5[O1]; p75.12[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; v2.4[O1]; v2.5[O1]; v2.6[O1]; v2.7[O1]; v2.9[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; End S3

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 80. Leading attributes matrix 7 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.2 Barriers to Decision Making 4	w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w33.1[O1]; w33.2[O1]; w33.1[O1]; w33.2[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1]
1.4. Sources of Power	
1.4.1. Coercive	{Begin S3: c2.1[O1]; c2.2[O2]; c2.3[O3]; c2.4[O4]; c2.5[O5]; e5.18[O1] End S3}
1.4.2. Expert	{Begin S3: a1.1[O1]; a1.5[O1]; a2.2[O1]; a2.7[O1]; a4.2[O1]; b5.0[O1]; b5.1[O1]; e5.18[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.



Table 81. Leading attributes matrix 8 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.4.2 Expert 2	o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p9.5[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; u3.5[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1] End S3}
1.4.3. Legitimate	{Begin S3: a1.1[O1]; a2.2[O1]; a2.7[O1]; a4.2[O1]; b5.0[O1]; b5.1[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 82. Leading Attributes Matrix 9 for “S3” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.4.3 Legitimate 2	o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p9.5[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p40.1[O1]; p40.2[O1]; u3.5[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1] End S3}
1.4.4. Reward	{Begin S3: h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5] End S3}
1.4.5. Referent	{No evidence in S3}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 83. Planning attributes matrix for “S3” supporting text

Internal Organizational Systems Attributes	
2. Planning	
2.1. Vision	{Begin S3: p1.1[O1]; p75.1[O1]; w4.1[O1]; End S3}
2.2. Mission	{Begin S3: a1.5[O1]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; w4.1[O1]; End S3}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin S3: f17.11[O2]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; q2.4[O1]; w4.1[O1]; w43.1[O3]; End S3}
2.3.2. Strategic Objectives	{Begin S3: c3.3[O1]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; h3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; p19.1[O1]; p19.2[O1]; p75.17[O3]; u2.2[O1]; u3.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w13.1[O1]; End S3}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 84. Organizing attributes matrix 1 for “S3” supporting text

Internal Organizational Systems Attributes	
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{Begin S3: b2.2[O5]; f16.2[O1]; f16.3[O1]; f16.4[O1]; f16.5[O1] End S3}
3.1.2. Divisional	
3.1.2.1. Customer	{No evidence in S3}
3.1.2.2. Geographic	{No evidence in S3}
3.1.2.3. Product	{No evidence in S3}
3.1.3. Matrix	{No evidence in S3}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority 1	{Begin S3: Pbpvii[O1]; Ppxvi[O1]; a2.1[O1]; a2.3[O1]; a2.7[O1]; a3.3[O5]; b2.1[O1]; b5.0[O1]; b5.1[O1]; b7.1[O1]; b7.3[O1]; b7.4[O1]; b7.5[O1]; b7.6[O5]; e5.18[O1]; h8.6[O2]; h8.7[O1]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3];

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Table 85. Organizing attributes matrix 2 for “S3” supporting text continued

Internal Organizational Systems Attributes	
3. Organizing	
3.2.1.1 Centralization of Authority 2	k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1];];

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1. 2: See Table 6 for the data codes.

Table 86. Organizing attributes matrix 3 for “S3” supporting text continued

Internal Organizational Systems Attributes	
3. Organizing	
3.2.1.1 Centralization of Authority 3	L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1];

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Table 87. Organizing attributes matrix 4 for “S3” supporting text continued

Internal Organizational Systems Attributes	
3. Organizing	
3.2.1.1 Centralization of Authority 4	o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p9.5[O1]; p13.1[O1]; p13.2[O1]; p28.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p40.1[O1]; p40.2[O1]; p49.1[O1]; p49.2[O1]; p75.9[O1]; s2.4[O1]; u3.5[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Table 88. Organizing attributes matrix 5 for “S3” supporting text continued

Internal Organizational Systems Attributes	
3. Organizing	
3.2.1.2. Decentralization of Authority	{Begin S3: o25.7[O1]; o25.8[O5]; p40.1[O1]; p40.2[O1]; v2.7[O1]; v2.9[O1]; w9.7[O1] End S3}
3.2.1.3. Delegation of Authority	{Begin S3: o25.9[O1] End S3}
3.2.1.4. Line Authority	{Begin S3: p40.1[O1]; p40.2[O1] End S3}
3.2.1.5. Functional	{No evidence in S3}
3.2.1.6. Unity of Command	{No evidence in S3}
3.2.1.7. Span of Control	{Begin S3: p40.1[O1]; p40.2[O1] End S3}

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Table 89. Controlling attributes matrix 1 for “S3” supporting text

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No evidence in S3}
4.1.2. Financial 1	{Begin S3: f12.5[O2]; f17.11[O2]; g1.7[O2]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; h3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5] k10.5[O5];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix 2. 2: See Table 6 for the data codes.



Table 90. Controlling attributes matrix 2 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.2 Financial 2	k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: See Table 6 for the data codes.

Table 91. Controlling attributes matrix 3 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.2 Financial 3	L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o6.2[O1]; p7.1[O1]; p7.2[O1]; p8.1[O1]; p8.2[O1]; p19.1[O1]; p19.2[O1]; p75.25[O1]; t3.2[O2]; u2.1[o1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w52.127-52.139[O1] End S3}
4.1.3. Legal 1	{Begin S3: Pbpvii[O6]; Pbpvii[O6]; Pbpvii[O6]; Ppxiv[O1]; Ppax[O6]; a4.4[O1]; a4.5[O1]; a4.6[O1]; a4.7[O1]; a5.0[O1]; a5.1[O1]; a5.2[O1]; a6.0[O1]; a6.1[O1]; b2.2[O5]; b3.0[O1]; b3.2[O1]; b3.3[O1]; b3.4[O1]; b3.5[O1]; b4.0[O5]; b4.1[O5]; b5.0[O1]; b5.1[O1]; b7.1[O1]; b7.5[O1]; b7.6[O5]; c2.0[O1]; c2.1[O1]; c2.2[O2]; c2.3[O3]; c2.4[O4]; c2.5[O5]; c3.0[O1]; c3.1[O1]; c3.2[O1]; c3.3[O1]; c3.4[O1]; c4.0[O2]; c4.1[O2]; c4.3[O2]; c5.0[O5]; c5.1[O5]; c5.2[O6]; c6.0[O3]; c6.2[O3]; c6.3[O3]; c6.4[O1]; c6.5[O3]; c7.1[O1]; c7.2[O5]; c8.1[O1]; c8.2[O1]; c8.3[O1]; e1.7[O4]; e1.8[O3]; e1.9[O1]; e1.10[O3]; e1.11[O3]; e1.12[O3]; e1.13[O3]; e1.14[O3]; e1.15[O3]; e1.17[O3]; e2.1[O5]; e2.3[O5]; e3.1[O2]; e3.3[O2]; e3.4[O2]; e4.1[O2]; e4.3[O1]; e4.4[O5]; e5.0[O1]; e5.1[O1]; e5.2[O1]; e5.3[O1]; e5.4[O1]; e5.5[O1]; e5.6[O1]; e5.7[O1]; e5.8[O1]; e5.9[O1]; e5.10[O1]; e5.11[O1]; e5.12[O1]; e5.13[O1]; e5.14[O1]; e5.15[O1]; e5.16[O1]; e5.17[O1]; e5.18[O1]; e5.19[O1]; e5.20[O1]; e5.21[O1]; e5.22[O1]; e5.23[O1]; e5.24[O4]; e5.25[O1]; e5.26[O1]; e5.27[O1]; e5.28[O1]; e5.29[O1]; e6.0[O1]; e6.1[O1]; e6.2[O1]; e6.3[O1]; e6.4[O1]; e6.5[O1]; e6.6[O1]; e6.6[O1]; e7.0[O6]; e7.1[O6]; e7.2[O6]; e7.3[O6]; e7.4[O6]; e7.5[O6]; e7.6[O6]; e8.1[O5]; e8.2[O5]; e8.3[O1]; e9.1[O2]; e9.2[O5]; e9.3[O5]; e9.4[O1]; e9.5[O5]; e10.1[O1]; e10.3[O1]; e10.4[O1]; e10.5[O1]; e10.6[O1]; e10.7[O1]; e11.1[O1]; e11.2[O1]; e11.3[O1]; e11.4[O1]; e11.5[O2]; e12.0[O1]; e12.1[O1]; e12.2[O1]; e12.3[O1]; e12.4[O1]; e12.5[O1]; e12.6[O1]; e12.7[O1]; e12.8[O1]; e12.9[O1]; e12.10[O1]; e12.11[O1]; e12.12[O1]; e12.13[O1]; e12.14[O1]; e12.15[O1]; e12.16[O1]; e12.17[O2]; e12.18[O2]; e12.19[O1]; e12.20[O1]; e13.4[O5]; e13.5[O5]; e13.6[O1]; e13.7[O1]; e14.1[O1]; e14.3[O1]; e14.5[O1]; e14.6[O1]; e14.7[O1]; e14.9[O1]; e14.10[O1]; e14.11[O1]; e14.12[O1]; e14.13[O1]; e14.14[O1]; e14.15[O1]; f1.0[O1]; f1.2[O1]; f1.3[O1]; f1.4[O2]; f1.5[O1]; f2.1[O1]; f2.2[O2]; f2.3[O2]; f2.4[O2]; f2.5[O2]; f2.6[O2]; f2.7[O2]; f2.8[O2]; f2.9[O2]; f2.10[O2]; f2.11[O2]; f2.12[O2]; f3.1[O2]; f3.2[O2]; f3.3[O2]; f3.4[O2]; f3.5[O2]; f3.6[O2]; f3.7[O2]; f3.8[O2]; f3.9[O2]; f3.10[O1]; f3.11[O2]; f3.12[O2]; f4.0[O1]; f4.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 92. Controlling attributes matrix 4 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.13. Legal 2	f4.2[O1]; f4.3[O1]; f4.4[O1]; f4.7[O1]; f4.8[O1]; f4.9[O1]; f4.10[O1]; f4.11[O1]; f4.12[O1]; f4.14[O5]; f5.1[O1]; f5.2[O1]; f5.3[O1]; Np121[O5]; f5.4[O1]; f5.5[O1]; f5.6[O2]; f5.7[O1]; f5.8[O1]; f6.0[O1]; f6.1[O1]; f6.2[O1]; f6.3[O1]; f6.5[O1]; f6.6[O1]; f6.7[O1]; f7.0[O2]; f7.1[O2]; f7.2[O1]; f7.3[O1]; f7.4[O1]; f8.1[O1]; f8.2[O2]; f8.3[O1]; f8.5[O1]; f8.6[O1]; f8.7[O1]; f8.9[O1]; f8.11[O1]; f8.12[O2]; f8.13[O2]; f8.14[O2]; f8.15[O2]; f8.16[O2]; f8.17[O1]; f8.18[O1]; f8.19[O1]; f8.20[O1]; f8.21[O2]; f8.22[O2]; f8.23[O1]; f8.24[O1]; f8.25[O1]; f8.27[O2]; f8.29[O2]; f8.30[O2]; f8.31[O2]; f8.32[O2]; f8.33[O1]; f8.34[O1]; f8.35[O1]; f8.36[O1]; f8.37[O1]; f8.38[O1]; f8.39[O1]; f8.40[O1]; f8.41[O1]; f8.42[O1]; f8.43[O1]; f8.44[O1]; f8.45[O1]; f8.46[O1]; f8.47[O1]; f8.48[O2]; f8.49[O2]; f8.50[O2]; f8.51[O2]; f8.52[O2]; f8.53[O2]; f9.1[O1]; f9.2[O1]; f9.3[O1]; f9.4[O1]; f9.5[O1]; f9.6[O1]; f9.7[O1]; f9.8[O1]; f9.9[O4]; f9.10[O4]; f9.11[O4]; f9.12[O1]; f9.13[O1]; f9.14[O1]; f10.1[O1]; f10.1[O2]; f10.2[O2]; f10.3[O1]; f10.4[O1]; f10.8[O1]; f10.9[O1]; f10.10[O2]; f10.11[O4]; f10.12[O4]; f10.13[O2]; f10.14[O4]; f10.15[O4]; f11.1[O1]; f11.2[O1]; f11.3[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2]; f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.5[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; f18.11[O1]; f18.10[O1]; f18.11[O1]; f18.12[O2]; f18.13[O2]; f18.14[O2]; f18.15[O4]; f18.16[O4]; f18.17[O4]; f18.18[O2]; g1.1[O2]; g1.2[O2]; g1.3[O4]; g1.4[O2]; g1.5[O2]; g1.6[O2]; g1.7[O2]; g1.8[O1]; g1.9[O1]; g2.1[O1]; g2.2[O1]; g2.3[O1]; g2.4[O2]; g2.5[O2]; g2.6[O1]; g2.7[O5]; g2.8[O21]; g2.8[O2]; g2.9[O2]; g3.1[O1]; g3.2[O1]; g3.3[O2]; g3.4[O5]; g4.1[O1]; g4.2[O2]; g4.3[O2]; g4.4[O2]; g4.5[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.

Table 93. Controlling attributes matrix 5 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.3 Legal 3	g4.6[O1]; g4.7[O1]; g4.8[O1]; g4.9[O1]; g4.10[O2]; g4.11[O2]; g4.12[O2]; g4.13[O1]; g4.14[O1]; g4.15[O1]; g4.16[O2]; g4.17[O1]; g4.18[O3]; g4.19[O1]; g4.20[O3]; g4.21[O1]; g4.22[O2]; g4.23[O2]; g4.24[O2]; g5.1[O3]; g5.2[O1]; g5.3[O2]; g5.1[O2]; g5.6[O2]; g5.7[O2]; g5.8[O2]; g5.1[O4]; g6.1[O2]; g6.2[O2]; g6.3[O3]; g6.4[O2]; g6.5[O3]; g6.6[O4]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.

Table 94. Controlling attributes matrix 6 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.3 Legal 4	j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: See Table 6 for the data codes.

Table 95. Controlling attributes matrix 7 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.3 Legal 5	k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.

Table 96. Controlling attributes matrix 8 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.3 Legal 6	n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p38.1[O1]; p38.2[O5]; p38.1[O2]; p39.1[O1]; p40.1[O1]; p40.2[O1]; p41.1[O1]; p41.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Table 97. Controlling attributes matrix 9 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.3 Legal 7	o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p8.1[O1]; p8.2[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p9.5[O1]; p10.1[O1]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.1[O1]; p75.2[O1]; p75.3[O1]; p75.4[O1]; p75.5[O1]; p75.9[O1]; p75.10[O5]; p75.11[O1]; p75.12[O1]; p75.14[O5]; p75.16[O1]; p75.17[O3]; p75.21[O5]; p75.23[O5]; p75.25[O1]; q2.3[O1]; q2.4[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1]; s2.4[O1]; t3.2[O2]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; u2.1[O1]; u2.2[O1]; u2.4[O1]; u3.1[O1]; u3.4[O1]; u3.5[O1]; u2.4[O1]; u3.4[O1]; u3.5[O1]; u3.8[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; v2.4[O1]; v2.5[O1]; v2.6[O1]; v2.7[O1]; v2.9[O1]; v3.1[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.



Table 98. Controlling attributes matrix 10 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1.3 Legal 8	w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w33.1[O1]; w33.2[O1]; w41.1[O3]; w41.2[O3]; w41.3[O5]; w42.1[O5]; w42.2[O5]; w42.3[O5]; w42.4[O5]; w43.1[O3]; w43.2[O1]; w43.3[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1]; w45.1[O1]; w45.2[O1]; w50.1[O5]; w50.2[O5]; w50.3[O5]; w50.5[O5]; w50.7[O5]; w50.8[O5]; w50.9[O5]; w50.10[O5]; w51.1[O5]; w51.2[O3]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1]; w55.1[O1]; w55.2[O1]; w55.3[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}
4.2. Corporate Culture Control	
4.2.1. Aggressive 1	{Begin S3: Ppxiv[O1]; a2.1[O1]; b6.2[O1]; c2.1[O1]; c3.3[O1]; e4.3[O1]; e4.4[O5]; e5.0[O1]; e5.1[O1]; e5.2[O1]; e5.3[O1]; e5.4[O1]; e5.5[O1]; e5.6[O1]; e5.7[O1]; e5.8[O1]; e5.9[O1]; e5.10[O1]; e5.11[O1]; e5.12[O1]; e5.13[O1]; e5.14[O1]; e5.15[O1]; e5.16[O1]; e5.17[O1]; e5.18[O1]; e5.19[O1]; e5.20[O1]; e5.21[O1]; e5.22[O1]; e5.23[O1]; e5.24[O4]; e5.25[O1]; e5.26[O1]; e5.27[O1]; e5.28[O1]; e5.29[O1]; e6.0[O1]; e6.1[O1]; e6.2[O1]; e6.3[O1]; e6.4[O1]; e6.5[O1]; e6.6[O1]; e6.6[O1]; e7.0[O6]; e7.1[O6]; e7.2[O6]; e7.3[O6]; e7.4[O6]; e7.5[O6]; e7.6[O6]; e8.1[O5]; e8.2[O5]; e8.3[O1]; e9.1[O2]; e9.2[O5]; e9.3[O5]; e9.4[O1]; e9.5[O5]; e10.1[O1]; e10.3[O1]; e10.4[O1]; e10.5[O1]; e10.6[O1]; e10.7[O1]; e11.1[O1]; e11.2[O1]; e11.3[O1]; e11.4[O1]; e11.5[O2]; e12.0[O1]; e12.1[O1]; e12.2[O1]; e12.3[O1]; e12.4[O1]; e12.5[O1]; e12.6[O1]; e12.7[O1]; e12.8[O1]; e12.9[O1]; e12.10[O1]; e12.11[O1]; e12.12[O1]; e12.13[O1]; e12.14[O1]; e12.15[O1]; e12.16[O1]; e12.17[O2]; e12.18[O2]; e12.19[O1]; e12.20[O1]; e13.4[O5]; e13.5[O5]; e13.6[O1]; e13.7[O1]; e14.1[O1]; e14.3[O1]; e14.5[O1]; e14.6[O1]; e14.7[O1]; e14.9[O1]; e14.10[O1]; e14.11[O1]; e14.12[O1]; e14.13[O1]; e14.14[O1]; e14.15[O1]; f1.2[O1]; f1.3[O1]; f1.4[O2] f1.5[O1]; f2.1[O1]; f2.2[O2]; f2.3[O2]; f2.4[O2]; f2.5[O2]; f2.6[O2]; f2.7[O2]; f2.8[O2]; f2.9[O2]; f2.10[O2]; f2.11[O2]; f2.12[O2]; f3.1[O2]; f3.2[O2]; f3.3[O2]; f3.4[O2]; f3.5[O2]; f3.6[O2]; f3.7[O2]; f3.8[O2]; f3.9[O2]; f3.10[O1]; f3.11[O2]; f3.12[O2]; f4.0[O1]; f4.1[O1]; f4.2[O1]; f4.3[O1]; f4.4[O1]; f4.7[O1]; f4.8[O1]; f4.9[O1]; f4.10[O1]; f4.11[O1]; f4.12[O1]; f4.14[O5]; f5.1[O1]; f5.2[O1]; f5.3[O1]; Np121[O5]; f5.4[O1]; f5.5[O1]; f5.6[O2]; f5.7[O1]; f5.8[O1]; f6.0[O1]; f6.1[O1]; f6.2[O1]; f6.3[O1]; f6.5[O1]; f6.6[O1]; f6.7[O1]; f7.0[O2]; f7.1[O2]; f7.2[O1]; f7.3[O1]; f7.4[O1]; f8.1[O1]; f8.2[O2]; f8.3[O1]; f8.5[O1]; f8.6[O1]; f8.7[O1]; f8.9[O1]; f8.11[O1]; f8.12[O2]; f8.13[O2]; f8.14[O2]; f8.15[O2]; f8.16[O2]; f8.17[O1]; f8.18[O1]; f8.19[O1]; f8.20[O1]; f8.21[O2]; f8.22[O2]; f8.23[O1]; f8.24[O1]; f8.25[O1]; f8.27[O2]; f8.29[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 99. Controlling attributes matrix 11 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.1 Aggressive 2	f8.30[O2]; f8.31[O2]; f8.32[O2]; f8.33[O1]; f8.34[O1]; f8.35[O1]; f8.36[O1]; f8.37[O1]; f8.38[O1]; f8.39[O1]; f8.40[O1]; f8.41[O1]; f8.42[O1]; f8.43[O1]; f8.44[O1]; f8.45[O1]; f8.46[O1]; f8.47[O1]; f8.48[O2]; f8.49[O2]; f8.50[O2]; f8.51[O2]; f8.52[O2]; f8.53[O2]; f9.1[O1]; f9.2[O1]; f9.3[O1]; f9.4[O1]; f9.5[O1]; f9.6[O1]; f9.7[O1]; f9.8[O1]; f9.9[O4]; f9.10[O4]; f9.11[O4]; f9.12[O1]; f9.13[O1]; f9.14[O1]; f10.1[O1]; f10.1[O2]; f10.2[O2]; f10.3[O1]; f10.4[O1]; f10.8[O1]; f10.9[O1]; f10.10[O2]; f10.11[O4]; f10.12[O4]; f10.13[O2]; f10.14[O4]; f10.15[O4]; f11.1[O1]; f11.2[O1]; f11.3[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2]; f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.15[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; f18.11[O1]; f18.10[O1]; f18.11[O1]; f18.12[O2]; f18.13[O2]; f18.14[O2]; f18.15[O4]; f18.16[O4]; f18.17[O4]; f18.18[O2]; g1.1[O2]; g1.2[O2]; g1.3[O4]; g1.4[O2]; g1.5[O2]; g1.6[O2]; g1.7[O2]; g1.8[O1]; g1.9[O1]; g2.1[O1]; g2.2[O1]; g2.3[O1]; g2.4[O2]; g2.5[O2]; g2.6[O1]; g2.7[O5]; g2.8[O21]; g2.8[O2]; g2.9[O2]; g3.1[O1]; g3.2[O1]; g3.3[O2]; g3.4[O5]; g4.1[O1]; g4.2[O2]; g4.3[O2]; g4.4[O2]; g4.5[O2]; g4.6[O1]; g4.7[O1]; g4.8[O1]; g4.9[O1]; g4.10[O2]; g4.11[O2]; g4.12[O2]; g4.13[O1]; g4.14[O1]; g4.15[O1]; g4.16[O2]; g4.17[O1]; g4.18[O3]; g4.19[O1]; g4.20[O3]; g4.21[O1]; g4.22[O2]; g4.23[O2]; g4.24[O2]; g5.1[O3]; g5.2[O1]; g5.3[O2]; g5.1[O2]; g5.6[O2]; g5.7[O2]; g5.8[O2]; g5.1[O4]; g6.1[O2]; g6.2[O2]; g6.3[O3]; g6.4[O2]; g6.5[O3]; g6.6[O4]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 100. Controlling attributes matrix 12 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.1 Aggressive 3	h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 101. Controlling attributes matrix 13 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.1 Aggressive 4	k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 102. Controlling attributes matrix14 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.1 Aggressive 5	L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 103. Controlling attributes matrix16 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.1 Aggressive 6	o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p8.1[O1]; p8.2[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 104 Controlling attributes matrix 17 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.1 Aggressive 7	p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.4[O1]; p75.12[O1]; p75.16[O1]; p75.17[O3]; p75.17[O3]; q2.3[O1]; q2.4[O1]; s2.4[O1]; u2.4[O1]; u3.4[O1]; u3.5[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w33.1[O1]; w33.2[O1]; w43.6[O1]; w44.1[O1]; w45.1[O1]; w45.2[O1]; w50.1[O5]; w50.2[O5]; w50.3[O5]; w50.5[O5]; w50.7[O5]; w50.8[O5]; w50.9[O5]; w50.10[O5]; w51.1[O5]; w51.2[O3]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1] End S3}
4.2.2. Artifacts 1	{Begin S3: b6.0[O1]; b6.1[O1]; c3.1[O1]; c3.3[O1]; c3.4[O1]; c4.1[O2]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 105. Controlling attributes matrix 18 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.2 Artifacts 2	i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; u2.2[O1]; u3.1[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w16.1[O1]; w26.1[O1]; w52.1[O1]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.



There are 1,770 indicators of behavioral pattern attributes in this text. *Book R: Holding One's Tongue* is instructive regarding the requirements Muslims face to avoid speaking ill about or observing what other Muslims do. Section r1.3 advises Muslims that “Safety lies in remaining silent” (p. 730). “Informing” on other Muslims is prohibited as is “listening” to conversations when not invited into the conversations, such as when police agencies wiretap phone lines in criminal investigations (pp. 742-743). Muslims are forbidden from “spying” on other Muslims and asking them about their “errors” or mistakes (Sections r23.1, 24.1, pp. 759-760). Section 13 admonishes Muslims to avoid saying anything about “what does not concern” them citing Muhammad’s words, “The excellence of a person’s Islam includes leaving with does not concern him” (pp. 750-751).

Shari‘a prescribes lying when Muslims are attempting to accomplish “obligatory” goals when participating in jihad; they are required to hide the true intent of their plans in order to “circumvent” others attempts to prevent such actions. Section r8.2 uses the example when Muslims are hiding other Muslims from “oppressor[s],” it is obligatory to lie” to prevent their discovery (pp. 744-446). Section r10 provides further insight into giving misleading impressions, which is countenanced by Islamic Law (pp. 748-749).

There are 1,747 data points demonstrating how Islam controls its subjects—non-Muslims and Muslims—through organizational clan control. When non-Muslim Christians, Jews, and Zoroastrians are conquered and become “subjects” of the “Islamic State” (“Ahl Al-Dhimma”), in addition to paying the non-Muslim poll tax and adhering to Islamic Law, they are required to wear “a white cloth belt” to distinguish them from Muslims (Section o11.5, p. 608). In the chapter on purification, there is extensive

discussion on how Muslims are to clean themselves when preparing to pray (Section 5.5-e6.7, pp. 61-71). In addition, there is a legal mandate that men and women be circumcised and for women this means “removing the prepuce of the clitoris.” The Hanafi School of Law considers this a recommendation as “a mere courtesy to the husband” (Section e4.4, p. 59). There is extensive discussion on the proper procedures for “lavatory” use including what direction Muslims may not face when urinating and defecating. In addition, instructions are provided on how Muslims should hold themselves when urinating and how to “squeeze” themselves to ensure cleanliness (Sections e9.0-9.6, pp. 75-79).

Muslim women are treated differently. Once married, women become subjects to their husbands. Section m5.4 directs that husbands have “full right to enjoy” the bodies of their wives “from the top of...[their] head[s] to the bottom of...[their] feet” except that they are prohibited from engaging in “anal intercourse” (p. 526). Women have several restrictions when menstruating, including legal prescriptions for the “minimal age” when periods begin, the “maximal” time for periods, and the “minimal interval of purity between two menstruations.” Furthermore, they are prohibited from engaging in sexual intercourse, to be divorced, and to “pass through a mosque” while menstruating (Sections e13.0-13.7, pp. 93-95). However, if Muslim men do not believe their wives are menstruating, Section e13.5 allows husbands to force their wives to engage in sexual intercourse (p. 94). Nakedness is defined differently for women. Unlike men, women are considered naked unless their entire body is covered except for their face and hands (Section f5.0-o5.3, p. 121).

Table 106. Controlling attributes matrix 19 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3. Behavioral Patterns 1	{Begin S3: a2.7[O1]; a4.2[O1]; a4.6[O1]; a5.1[O1]; a5.2[O1]; a6.0[O1]; a6.1[O1]; a7.2[O5]; a7.3[O5]; b2.1{O1}; b4.0[O5]; b4.1[O5]; b4.0[O5]; b4.1[O5]; b6.0[O1]; b6.1[O1]; b6.2[O1]; b7.3[O1]; c3.1[O1]; c4.1[O2]; c5.2[O6]; c6.4[O1]; c7.1[O1]; c7.2[O5]; c8.1[O1]; c8.2[O1]; c8.3[O1]; e1.8[O3]; e1.7[O4]; e1.8[O3]; e1.9[O1]; e1.10[O3]; e1.11[O3]; e1.12[O3]; e1.13[O3]; e1.14[O3]; e1.15[O3]; e1.17[O3]; e2.1[O5]; e2.3[O5]; e3.1[O2]; e3.3[O2]; e3.4[O2]; e4.1[O2]; e4.3[O1]; e4.4[O5]; e5.0[O1]; e5.1[O1]; e5.2[O1]; e5.3[O1]; e5.4[O1]; e5.5[O1]; e5.6[O1]; e5.7[O1]; e5.8[O1]; e5.9[O1]; e5.10[O1]; e5.11[O1]; e5.12[O1]; e5.13[O1]; e5.14[O1]; e5.15[O1]; e5.16[O1]; e5.17[O1]; e5.18[O1]; e5.19[O1]; e5.20[O1]; e5.21[O1]; e5.22[O1]; e5.23[O1]; e5.24[O4]; e5.25[O1]; e5.26[O1]; e5.27[O1]; e5.28[O1]; e5.29[O1]; e6.0[O1]; e6.1[O1]; e6.2[O1]; e6.3[O1]; e6.4[O1]; e6.5[O1]; e6.6[O1]; e6.6[O1]; e7.0[O6]; e7.1[O6]; e7.2[O6]; e7.3[O6]; e7.4[O6]; e7.5[O6]; e7.6[O6]; e8.1[O5]; e8.2[O5]; e8.3[O1]; e9.1[O2]; e9.2[O5]; e9.3[O5]; e9.4[O1]; e9.5[O5]; e10.1[O1]; e10.3[O1]; e10.4[O1]; e10.5[O1]; e10.6[O1]; e10.7[O1]; e11.1[O1]; e11.2[O1]; e11.3[O1]; e11.4[O1]; e11.5[O2]; e12.0[O1]; e12.1[O1]; e12.2[O1]; e12.3[O1]; e12.4[O1]; e12.5[O1]; e12.6[O1]; e12.7[O1]; e12.8[O1]; e12.9[O1]; e12.10[O1]; e12.11[O1]; e12.12[O1]; e12.13[O1]; e12.14[O1]; e12.15[O1]; e12.16[O1]; e12.17[O2]; e12.18[O2]; e12.19[O1]; e12.20[O1]; e13.4[O5]; e13.5[O5]; e13.6[O1]; e13.7[O1]; e14.1[O1]; e14.3[O1]; e14.5[O1]; e14.6[O1]; e14.7[O1]; e14.9[O1]; e14.10[O1]; e14.11[O1]; e14.12[O1]; e14.13[O1]; e14.14[O1]; e14.15[O1]; f1.0[O1]; f1.2[O1]; f1.3[O1]; f1.4[O2] f1.5[O1]; f2.1[O1]; f2.2[O2]; f2.3[O2]; f2.4[O2]; f2.5[O2]; f2.6[O2]; f2.7[O2]; f2.8[O2]; f2.9[O2]; f2.10[O2]; f2.11[O2]; f2.12[O2]; f3.1[O2]; f3.2[O2]; f3.3[O2]; f3.4[O2]; f3.5[O2]; f3.6[O2]; f3.7[O2]; f3.8[O2]; f3.9[O2]; f3.10[O1]; f3.11[O2]; f3.12[O2]; f4.0[O1]; f4.1[O1]; f4.2[O1]; f4.3[O1]; f4.4[O1]; f4.7[O1]; f4.8[O1]; f4.9[O1]; f4.10[O1]; f4.11[O1]; f4.12[O1]; f4.14[O5]; f5.1[O1]; f5.2[O1]; f5.3[O1]; Np121[O5]; f5.4[O1]; f5.5[O1]; f5.6[O2]; f5.7[O1]; f5.8[O1]; f6.0[O1]; f6.1[O1]; f6.2[O1]; f6.3[O1]; f6.5[O1]; f6.6[O1]; f6.7[O1]; f7.0[O2]; f7.1[O2]; f7.2[O1]; f7.3[O1]; f7.4[O1]; f8.1[O1]; f8.2[O2]; f8.3[O1]; f8.5[O1]; f8.6[O1]; f8.7[O1]; f8.9[O1]; f8.11[O1]; f8.12[O2]; f8.13[O2]; f8.14[O2]; f8.15[O2]; f8.16[O2]; f8.17[O1]; f8.18[O1]; f8.19[O1]; f8.20[O1]; f8.21[O2]; f8.22[O2]; f8.23[O1]; f8.24[O1]; f8.25[O1]; f8.27[O2]; f8.29[O2]; f8.30[O2]; f8.31[O2]; f8.32[O2]; f8.33[O1]; f8.34[O1]; f8.35[O1]; f8.36[O1]; f8.37[O1]; f8.38[O1]; f8.39[O1]; f8.40[O1]; f8.41[O1]; f8.42[O1]; f8.43[O1]; f8.44[O1]; f8.45[O1]; f8.46[O1]; f8.47[O1]; f8.48[O2]; f8.49[O2]; f8.50[O2]; f8.51[O2]; f8.52[O2]; f8.53[O2]; f9.1[O1]; f9.2[O1]; f9.3[O1]; f9.4[O1]; f9.5[O1]; f9.6[O1]; f9.7[O1]; f9.8[O1]; f9.9[O4]; f9.10[O4]; f9.11[O4]; f9.12[O1]; f9.13[O1]; f9.14[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 107. Controlling attributes matrix 20 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns 2	f10.1[O1]; f10.1[O2]; f10.2[O2]; f10.3[O1]; f10.4[O1]; f10.8[O1]; f10.9[O1]; f10.10[O2]; f10.11[O4]; f10.12[O4]; f10.13[O2]; f10.14[O4]; f10.15[O4]; f11.1[O1]; f11.2[O1]; f11.3[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2]; f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.5[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; f18.11[O1]; f18.10[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2]; f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.5[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; f18.11[O1]; f18.10[O1]; f18.11[O1]; f18.12[O2]; f18.13[O2]; f18.14[O2]; f18.15[O4]; f18.16[O4]; f18.17[O4]; f18.18[O2]; g1.1[O2]; g1.2[O2]; g1.3[O4]; g1.4[O2]; g1.5[O2]; g1.6[O2]; g1.7[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 108. Controlling attributes matrix 21 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns 3	g1.8[O1]; g1.9[O1]; g2.1[O1]; g2.2[O1]; g2.3[O1]; g2.4[O2]; g2.5[O2]; g2.6[O1]; g2.7[O5]; g2.8[O21]; g2.8[O2]; g2.9[O2]; g3.1[O1]; g3.2[O1]; g3.3[O2]; g3.4[O5]; g4.1[O1]; g4.2[O2]; g4.3[O2]; g4.4[O2]; g4.5[O2]; g4.6[O1]; g4.7[O1]; g4.8[O1]; g4.9[O1]; g4.10[O2]; g4.11[O2]; g4.12[O2]; g4.13[O1]; g4.14[O1]; g4.15[O1]; g4.16[O2]; g4.17[O1]; g4.18[O3]; g4.19[O1]; g4.20[O3]; g4.21[O1]; g4.22[O2]; g4.23[O2]; g4.24[O2]; g5.1[O3]; g5.2[O1]; g5.3[O2]; g5.1[O2]; g5.6[O2]; g5.7[O2]; g5.8[O2]; g5.1[O4]; g6.1[O2]; g6.2[O2]; g6.3[O3]; g6.4[O2]; g6.5[O3]; g6.6[O4]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; h3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 109. Controlling attributes matrix 22 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns	j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.

Table 110. Controlling attributes matrix 23 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns 5	k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 111. Controlling attributes matrix 24 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns	n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1];
6	n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.



Table 112. Controlling attributes matrix 25 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns 7	p7.2[O1]; p8.1[O1]; p8.2[O1]; p10.1[O1]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p38.1[O1]; p38.2[O5]; p38.1[O2]; p39.1[O1]; p40.1[O1]; p40.2[O1]; p41.1[O1]; p41.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.2[O1]; p75.3[O1]; p75.4[O1]; p75.9[O1]; p75.10[O5]; p75.11[O1]; p75.12[O1]; p75.14[O5]; p75.16[O1]; p75.17[O3]; q2.3[O1]; q2.4[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; t3.2[O2]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; u2.1[O1]; u2.2[O1]; u2.4[O1]; u3.1[O1]; u3.4[O1]; u3.5[O1]; u2.4[O1]; u3.4[O1]; u3.5[O1]; u3.8[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; v2.4[O1]; v2.5[O1]; v2.6[O1]; v2.7[O1]; v2.9[O1]; v3.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 113. Controlling attributes matrix 26 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3 Behavioral Patterns 8	w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w33.1[O1]; w33.2[O1]; w41.1[O3]; w41.2[O3]; w41.3[O5]; w42.1[O5]; w42.2[O5]; w42.3[O5]; w42.4[O5]; w43.1[O3]; w43.2[O1]; w43.3[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1]; w45.1[O1]; w45.2[O1]; w50.1[O5]; w50.2[O5]; w50.3[O5]; w50.5[O5]; w50.7[O5]; w50.8[O5]; w50.9[O5]; w50.10[O5]; w51.1[O5]; w51.2[O3]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1]; w55.1[O1]; w55.2[O1]; w55.3[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}
4.2.4. Outcome Orientation 1	{Begin S3: Papviii[O6]; f12.20[O2]; h9.5[O5]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p10.1[O1]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p19.1[O1]; p19.2[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p43.2[O5]; p51.1[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 114. Controlling attributes matrix 27 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
Outcome Orientation 2	r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; u3.8[O1]; v2.3[O1]; v3.1[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w33.1[O1]; w33.2[O1]; w51.1[O5] End S3}
4.2.5. Passive	{No evidence in S3}
4.2.6. Stability	{No evidence in S3}
4.2.7. Strength	
4.2.7.1. Strong 1	{Begin S3: Ppxiv[O1]; a2.1[O1]; b6.0[O1]; b6.1[O1]; b6.2[O1]; b7.1[O1]; b7.3[O1]; c1.2[O1]; c1.3[O1]; c2.1[O1]; c2.2[O2]; c2.3[O3]; c2.4[O4]; c2.5[O5]; c3.4[O1]; c4.1[O2]; c4.3[O2]; c5.2[O6]; c6.2[O3]; c6.3[O3]; c6.4[O1]; c6.5[O3]; c7.1[O1]; c7.2[O5]; c8.1[O1]; c8.2[O1]; c8.3[O1]; e1.7[O4]; e1.8[O3]; e1.9[O1]; e1.10[O3]; e1.11[O3]; e1.12[O3]; e1.13[O3]; e1.14[O3]; e1.15[O3]; e1.17[O3]; e2.1[O5]; e2.3[O5]; e3.1[O2]; e3.3[O2]; e3.4[O2]; e4.1[O2]; e4.3[O1]; e4.4[O5]; e5.0[O1]; e5.1[O1]; e5.2[O1]; e5.3[O1]; e5.4[O1]; e5.5[O1]; e5.6[O1]; e5.7[O1]; e5.8[O1]; e5.9[O1]; e5.10[O1]; e5.11[O1]; e5.12[O1]; e5.13[O1]; e5.14[O1]; e5.15[O1]; e5.16[O1]; e5.17[O1]; e5.18[O1]; e5.19[O1]; e5.20[O1]; e5.21[O1]; e5.22[O1]; e5.23[O1]; e5.24[O4]; e5.25[O1]; e5.26[O1]; e5.27[O1]; e5.28[O1]; e5.29[O1]; e6.0[O1]; e6.1[O1]; e6.2[O1]; e6.3[O1]; e6.4[O1]; e6.5[O1]; e6.6[O1]; e6.6[O1]; e7.0[O6]; e7.1[O6]; e7.2[O6]; e7.3[O6]; e7.4[O6]; e7.5[O6]; e7.6[O6]; e8.1[O5]; e8.2[O5]; e8.3[O1]; e9.1[O2]; e9.2[O5]; e9.3[O5]; e9.4[O1]; e9.5[O5]; e10.1[O1]; e10.3[O1]; e10.4[O1]; e10.5[O1]; e10.6[O1]; e10.7[O1]; e11.1[O1]; e11.2[O1]; e11.3[O1]; e11.4[O1]; e11.5[O2]; e12.0[O1]; e12.1[O1]; e12.2[O1]; e12.3[O1]; e12.4[O1]; e12.5[O1]; e12.6[O1]; e12.7[O1]; e12.8[O1]; e12.9[O1]; e12.10[O1]; e12.11[O1]; e12.12[O1]; e12.13[O1]; e12.14[O1]; e12.15[O1]; e12.16[O1]; e12.17[O2]; e12.18[O2]; e12.19[O1]; e12.20[O1]; e13.4[O5]; e13.5[O5]; e13.6[O1]; e13.7[O1]; e14.1[O1]; e14.3[O1]; e14.5[O1]; e14.6[O1]; e14.7[O1]; e14.9[O1]; e14.10[O1]; e14.11[O1]; e14.12[O1]; e14.13[O1]; e14.14[O1]; e14.15[O1]; f1.2[O1]; f1.3[O1]; f1.4[O2] f1.5[O1]; f2.1[O1]; f2.2[O2]; f2.3[O2]; f2.4[O2]; f2.5[O2]; f2.6[O2]; f2.7[O2]; f2.8[O2]; f2.9[O2]; f2.10[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Table 115. Controlling attributes matrix 28 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.7.1 Strong 2	f2.11[O2]; f2.12[O2]; f3.1[O2]; f3.2[O2]; f3.3[O2]; f3.4[O2]; f3.5[O2]; f3.6[O2]; f3.7[O2]; f3.8[O2]; f3.9[O2]; f3.10[O1]; f3.11[O2]; f3.12[O2]; f4.0[O1]; f4.1[O1]; f4.2[O1]; f4.3[O1]; f4.4[O1]; f4.7[O1]; f4.8[O1]; f4.9[O1]; f4.10[O1]; f4.11[O1]; f4.12[O1]; f4.14[O5]; f5.1[O1]; f5.2[O1]; f5.3[O1]; Np121[O5]; f5.4[O1]; f5.5[O1]; f5.6[O2]; f5.7[O1]; f5.8[O1]; f6.0[O1]; f6.1[O1]; f6.2[O1]; f6.3[O1]; f6.5[O1]; f6.6[O1]; f6.7[O1]; f7.0[O2]; f7.1[O2]; f7.2[O1]; f7.3[O1]; f7.4[O1]; f8.1[O1]; f8.2[O2]; f8.3[O1]; f8.5[O1]; f8.6[O1]; f8.7[O1]; f8.9[O1]; f8.11[O1]; f8.12[O2]; f8.13[O2]; f8.14[O2]; f8.15[O2]; f8.16[O2]; f8.17[O1]; f8.18[O1]; f8.19[O1]; f8.20[O1]; f8.21[O2]; f8.22[O2]; f8.23[O1]; f8.24[O1]; f8.25[O1]; f8.27[O2]; f8.29[O2]; f8.30[O2]; f8.31[O2]; f8.32[O2]; f8.33[O1]; f8.34[O1]; f8.35[O1]; f8.36[O1]; f8.37[O1]; f8.38[O1]; f8.39[O1]; f8.40[O1]; f8.41[O1]; f8.42[O1]; f8.43[O1]; f8.44[O1]; f8.45[O1]; f8.46[O1]; f8.47[O1]; f8.48[O2]; f8.49[O2]; f8.50[O2]; f8.51[O2]; f8.52[O2]; f8.53[O2]; f9.1[O1]; f9.2[O1]; f9.3[O1]; f9.4[O1]; f9.5[O1]; f9.6[O1]; f9.7[O1]; f9.8[O1]; f9.9[O4]; f9.10[O4]; f9.11[O4]; f9.12[O1]; f9.13[O1]; f9.14[O1]; f10.1[O1]; f10.1[O2]; f10.2[O2]; f10.3[O1]; f10.4[O1]; f10.8[O1]; f10.9[O1]; f10.10[O2]; f10.11[O4]; f10.12[O4]; f10.13[O2]; f10.14[O4]; f10.15[O4]; f11.1[O1]; f11.2[O1]; f11.3[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2]; f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.5[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5] k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 116. Controlling attributes matrix 29 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.7.1 Strong 3	k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 117. Controlling attributes matrix 30 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.7.1 Strong 4	m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 118. Controlling attributes matrix 31 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.7.1 Strong 5	o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p8.1[O1]; p8.2[O1]; p9.5[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p10.1[O1]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 119. Controlling attributes Matrix 32 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	<p>p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1];  p71.2[O1]; p73.1[O1]; p75.2[O1]; p75.3[O1]; p75.17[O3];  r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1];  r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5];  r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5];  r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1];  r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1];  r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1];  r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5];  r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5];  r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3];  r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1];  t3.2[O2]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1];  t3.16[O1]; u2.2[O1]; u3.1[O1]; u3.8[O1]; v2.1[O1]; v2.2[O1];  v2.3[O1]; v2.4[O1]; v2.5[O1]; v2.6[O1]; v2.7[O1]; v2.9[O1];  w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1];  w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1];  w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1];  w33.1[O1]; w33.2[O1]; w41.1[O3]; w41.2[O3]; w41.3[O5];  w42.1[O5]; w42.2[O5]; w42.3[O5]; w42.4[O5]; w43.1[O3];  w43.2[O1]; w43.3[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1];  w45.1[O1]; w45.2[O1]; w50.1[O5]; w50.2[O5]; w50.3[O5];  w50.5[O5]; w50.7[O5]; w50.8[O5]; w50.9[O5]; w50.10[O5];  w51.1[O5]; w51.2[O3] End S3}</p> <p>4.2.7.2. Weak  4.2.8. Team Orientation 1</p> <p>{Begin S3: f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2];  f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4];  f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1];  f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1];  f18.10[O1]; f18.11[O1]; f18.10[O1]; f18.11[O1]; f18.12[O2];  f18.13[O2]; f18.14[O2]; f18.15[O4]; f18.16[O4]; f18.17[O4];  f18.18[O2]; g1.1[O2]; g1.2[O2]; g1.3[O4]; g1.4[O2]; g1.5[O2];  g1.6[O2]; g1.7[O2]; g1.8[O1]; g1.9[O1]; g2.1[O1]; g2.2[O1];  g2.3[O1]; g2.4[O2]; g2.5[O2]; g2.6[O1]; g2.7[O5]; g2.8[O2];  g2.8[O2]; g2.9[O2]; g3.1[O1]; g3.2[O1]; g3.3[O2]; g3.4[O5];  g4.1[O1]; g4.2[O2]; g4.3[O2]; g4.4[O2]; g4.5[O2]; g4.6[O1];  g4.7[O1]; g4.8[O1]; g4.9[O1]; g4.10[O2]; g4.11[O2]; g4.12[O2];  g4.13[O1]; g4.14[O1]; g4.15[O1]; g4.16[O2]; g4.17[O1];  g4.18[O3]; g4.19[O1]; g4.20[O3]; g4.21[O1]; g4.22[O2];  g4.23[O2]; g4.24[O2]; g5.1[O3]; g5.2[O1]; g5.3[O2]; g5.1[O2];  g5.6[O2]; g5.7[O2]; g5.8[O2]; g5.1[O4]; g6.1[O2]; g6.2[O2];  g6.3[O3]; g6.4[O2]; g6.5[O3]; g6.6[O4]; h1.0[O6]; h1.1[O1];  h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1];  h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1];  h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1];  h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1];  h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1];  h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1];</p>

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.



Table 120. Controlling attributes matrix 33 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.8 Team Orientation 2	h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; k4.7[O5]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 121. Controlling attributes matrix 34 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.8 Team Orientation 3	o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p10.1[O1]; p11.1[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 122. Controlling attributes matrix 35 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	<p>p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p38.1[O1]; p38.2[O5]; p38.1[O2]; p39.1[O1]; p40.1[O1]; p40.2[O1]; p41.1[O1]; p41.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.2[O1]; p75.3[O1]; p75.10[O5]; p75.11[O1]; p75.14[O5]; p75.16[O1]; q2.3[O1]; q2.4[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1]; t3.2[O2]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; u2.1{01}; u2.2[O1]; u3.1[O1]; u2.4[O1]; u3.4[O1]; u3.5[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1] End S3</p> <p>{Begin S3: Ppxi[O1]; a2.2[O1]; a2.3[O1]; a2.7[O1]; a4.2[O1]; a4.6[O1]; a5.1[O1]; a5.2[O1]; a6.0[O1]; a6.1[O1]; a7.2[O5]; a7.3[O5]; b2.1{O1}; b4.0[O5]; b4.1[O5]; b6.0[O1]; b6.1[O1]; b6.2[O1]; b7.3[O1]; c2.1[O1]; c2.2[O2]; c2.3[O3]; c2.4[O4]; c2.5[O5]; c3.1[O1]; c3.3[O1]; c3.4[O1]; c4.1[O2]; c4.3[O2]; c5.1[O5]; c5.2[O6]; c6.2[O3]; c6.3[O3]; c6.4[O1]; c6.5[O3]; c7.1[O1]; c7.2[O5]; c8.1[O1]; c8.2[O1]; c8.3[O1]; e1.8[O3]; e1.7[O4]; e1.8[O3]; e1.9[O1]; e1.10[O3]; e1.11[O3]; e1.12[O3]; e1.13[O3]; e1.14[O3]; e1.15[O3]; e1.17[O3]; e2.1[O5]; e2.3[O5];</p>
4.2.9. Values 1 (Organizational)	

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 123. Controlling attributes matrix 36 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 2 (Organizational)	e3.1[O2]; e3.3[O2]; e3.4[O2]; e4.1[O2]; e4.3[O1]; e4.4[O5]; e5.0[O1]; e5.1[O1]; e5.2[O1]; e5.3[O1]; e5.4[O1]; e5.5[O1]; e5.6[O1]; e5.7[O1]; e5.8[O1]; e5.9[O1]; e5.10[O1]; e5.11[O1]; e5.12[O1]; e5.13[O1]; e5.14[O1]; e5.15[O1]; e5.16[O1]; e5.17[O1]; e5.18[O1]; e5.19[O1]; e5.20[O1]; e5.21[O1]; e5.22[O1]; e5.23[O1]; e5.24[O4]; e5.25[O1]; e5.26[O1]; e5.27[O1]; e5.28[O1]; e5.29[O1]; e6.0[O1]; e6.1[O1]; e6.2[O1]; e6.3[O1]; e6.4[O1]; e6.5[O1]; e6.6[O1]; e6.6[O1]; e7.0[O6]; e7.1[O6]; e7.2[O6]; e7.3[O6]; e7.4[O6]; e7.5[O6]; e7.6[O6]; e8.1[O5]; e8.2[O5]; e8.3[O1]; e9.1[O2]; e9.2[O5]; e9.3[O5]; e9.4[O1]; e9.5[O5]; e10.1[O1]; e10.3[O1]; e10.4[O1]; e10.5[O1]; e10.6[O1]; e10.7[O1]; e11.1[O1]; e11.2[O1]; e11.3[O1]; e11.4[O1]; e11.5[O2]; e12.0[O1]; e12.1[O1]; e12.2[O1]; e12.3[O1]; e12.4[O1]; e12.5[O1]; e12.6[O1]; e12.7[O1]; e12.8[O1]; e12.9[O1]; e12.10[O1]; e12.11[O1]; e12.12[O1]; e12.13[O1]; e12.14[O1]; e12.15[O1]; e12.16[O1]; e12.17[O2]; e12.18[O2]; e12.19[O1]; e12.20[O1]; e13.4[O5]; e13.5[O5]; e13.6[O1]; e13.7[O1]; e14.1[O1]; e14.3[O1]; e14.5[O1]; e14.6[O1]; e14.7[O1]; e14.9[O1]; e14.10[O1]; e14.11[O1]; e14.12[O1]; e14.13[O1]; e14.14[O1]; e14.15[O1]; f1.2[O1]; f1.3[O1]; f1.4[O2] f1.5[O1]; f2.1[O1]; f2.2[O2]; f2.3[O2]; f2.4[O2]; f2.5[O2]; f2.6[O2]; f2.7[O2]; f2.8[O2]; f2.9[O2]; f2.10[O2]; f2.11[O2]; f2.12[O2]; f3.1[O2]; f3.2[O2]; f3.3[O2]; f3.4[O2]; f3.5[O2]; f3.6[O2]; f3.7[O2]; f3.8[O2]; f3.9[O2]; f3.10[O1]; f3.11[O2]; f3.12[O2]; f4.0[O1]; f4.1[O1]; f4.2[O1]; f4.3[O1]; f4.4[O1]; f4.7[O1]; f4.8[O1]; f4.9[O1]; f4.10[O1]; f4.11[O1]; f4.12[O1]; f4.14[O5]; f5.1[O1]; f5.2[O1]; f5.3[O1]; Np121[O5]; f5.4[O1]; f5.5[O1]; f5.6[O2]; f5.7[O1]; f5.8[O1]; f6.0[O1]; f6.1[O1]; f6.2[O1]; f6.3[O1]; f6.5[O1]; f6.6[O1]; f6.7[O1]; f7.0[O2]; f7.1[O2]; f7.2[O1]; f7.3[O1]; f7.4[O1]; f8.1[O1]; f8.2[O2]; f8.3[O1]; f8.5[O1]; f8.6[O1]; f8.7[O1]; f8.9[O1]; f8.11[O1]; f8.12[O2]; f8.13[O2]; f8.14[O2]; f8.15[O2]; f8.16[O2]; f8.17[O1]; f8.18[O1]; f8.19[O1]; f8.20[O1]; f8.21[O2]; f8.22[O2]; f8.23[O1]; f8.24[O1]; f8.25[O1]; f8.27[O2]; f8.29[O2]; f8.30[O2]; f8.31[O2]; f8.32[O2]; f8.33[O1]; f8.34[O1]; f8.35[O1]; f8.36[O1]; f8.37[O1]; f8.38[O1]; f8.39[O1]; f8.40[O1]; f8.41[O1]; f8.42[O1]; f8.43[O1]; f8.44[O1]; f8.45[O1]; f8.46[O1]; f8.47[O1]; f8.48[O2]; f8.49[O2]; f8.50[O2]; f8.51[O2]; f8.52[O2]; f8.53[O2]; f9.1[O1]; f9.2[O1]; f9.3[O1]; f9.4[O1]; f9.5[O1]; f9.6[O1]; f9.7[O1]; f9.8[O1]; f9.9[O4]; f9.10[O4]; f9.11[O4]; f9.12[O1]; f9.13[O1]; f9.14[O1]; f10.1[O1]; f10.1[O2]; f10.2[O2]; f10.3[O1]; f10.4[O1]; f10.8[O1]; f10.9[O1]; f10.10[O2]; f10.11[O4]; f10.12[O4]; f10.13[O2]; f10.14[O4]; f10.15[O4]; f11.1[O1]; f11.2[O1]; f11.3[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 124. Controlling attributes matrix 37 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 3 (Organizational)	f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.5[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; f18.11[O1]; f18.10[O1]; f18.11[O1]; f18.12[O2]; f18.13[O2]; f18.14[O2]; f18.15[O4]; f18.16[O4]; f18.17[O4]; f18.18[O2]; g1.1[O2]; g1.2[O2]; g1.3[O4]; g1.4[O2]; g1.5[O2]; g1.6[O2]; g1.7[O2]; g1.8[O1]; g1.9[O1]; g2.1[O1]; g2.2[O1]; g2.3[O1]; g2.4[O2]; g2.5[O2]; g2.6[O1]; g2.7[O5]; g2.8[O21]; g2.8[O2]; g2.9[O2]; g3.1[O1]; g3.2[O1]; g3.3[O2]; g3.4[O5]; g4.1[O1]; g4.2[O2]; g4.3[O2]; g4.4[O2]; g4.5[O2]; g4.6[O1]; g4.7[O1]; g4.8[O1]; g4.9[O1]; g4.10[O2]; g4.11[O2]; g4.12[O2]; g4.13[O1]; g4.14[O1]; g4.15[O1]; g4.16[O2]; g4.17[O1]; g4.18[O3]; g4.19[O1]; g4.20[O3]; g4.21[O1]; g4.22[O2]; g4.23[O2]; g4.24[O2]; g5.1[O3]; g5.2[O1]; g5.3[O2]; g5.1[O2]; g5.6[O2]; g5.7[O2]; g5.8[O2]; g5.1[O4]; g6.1[O2]; g6.2[O2]; g6.3[O3]; g6.4[O2]; g6.5[O3]; g6.6[O4]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 125. Controlling attributes matrix 38 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 4 (Organizational)	i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 126. Controlling attributes matrix 39 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 5 (Organizational)	k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 127. Controlling attributes matrix 40 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 6 (Organizational)	m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.



Table 128. Controlling attributes matrix 41 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 7 (Organizational)	o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p8.1[O1]; p8.2[O1]; p9.5[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p10.1[O1]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p38.1[O1]; p38.2[O5]; p38.1[O2]; p39.1[O1]; p40.1[O1]; p40.2[O1]; p41.1[O1]; p41.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 129. Controlling attributes matrix 42 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.9 Values 8 (Organizational)	<p>p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.2[O1]; p75.3[O1]; p75.4[O1]; p75.5[O1]; p75.9[O1]; p75.10[O5]; p75.11[O1]; p75.14[O5]; p75.16[O1]; p75.17[O3]; p75.17[O3]; q2.3[O1]; q2.4[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r2.5[O5]; r2.6[O1]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1]; t3.2[O2]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; u2.1{o1}; u2.2[O1]; u3.1[O1]; u2.4[O1]; u3.4[O1]; u3.5[O1]; u3.8[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; v2.4[O1]; v2.5[O1]; v2.6[O1]; v2.7[O1]; v2.9[O1]; v3.1[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w33.1[O1]; w33.2[O1]; w41.1[O3]; w41.2[O3]; w41.3[O5]; w42.1[O5]; w42.2[O5]; w42.3[O5]; w42.4[O5]; w43.1[O3]; w43.2[O1]; w43.3[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1]; w45.1[O1]; w45.2[O1]; w50.1[O5]; w50.2[O5]; w50.3[O5]; w50.5[O5]; w50.7[O5]; w50.8[O5]; w50.9[O5]; w50.10[O5]; w51.1[O5]; w51.2[O3]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1]; w55.1[O1]; w55.2[O1]; w55.3[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}</p>

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 130. Controlling attributes matrix 43 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10. Clan Control 1	{Begin S3: Ppxiv[01]; a2.2[01]; a2.7[01]; a3.3[05]; a5.1[01]; a5.2[01]; a6.0[01]; a6.1[01]; a7.2[05]; a7.3[05]; b2.1[01]; b4.0[05]; b4.1[05]; b7.4[01]; b7.6[05]; c1.2[01]; c1.3[01]; c2.1[01]; c2.2[02]; c2.3[03]; c2.4[04]; c2.5[05]; c3.3[01]; c6.2[03]; c6.3[03]; c6.4[01]; c6.5[03]; c7.1[01]; c7.2[05]; c8.1[01]; c8.2[01]; c8.3[01]; e1.8[03]; e1.9[01]; e1.7[04]; e1.8[03]; e1.9[01]; e1.10[03]; e1.11[03]; e1.12[03]; e1.13[03]; e1.14[03]; e1.15[03]; e1.17[03]; e2.1[05]; e2.3[05]; e3.1[02]; e3.3[02]; e3.4[02]; e4.1[02]; e4.3[01]; e4.4[05]; e5.0[01]; e5.1[01]; e5.2[01]; e5.3[01]; e5.4[01]; e5.5[01]; e5.6[01]; e5.7[01]; e5.8[01]; e5.9[01]; e5.10[01]; e5.11[01]; e5.12[01]; e5.13[01]; e5.14[01]; e5.15[01]; e5.16[01]; e5.17[01]; e5.18[01]; e5.19[01]; e5.20[01]; e5.21[01]; e5.22[01]; e5.23[01]; e5.24[04]; e5.25[01]; e5.26[01]; e5.27[01]; e5.28[01]; e5.29[01]; e6.0[01]; e6.1[01]; e6.2[01]; e6.3[01]; e6.4[01]; e6.5[01]; e6.6[01]; e6.6[01]; e7.0[06]; e7.1[06]; e7.2[06]; e7.3[06]; e7.4[06]; e7.5[06]; e7.6[06]; e8.1[05]; e8.2[05]; e8.3[01]; e9.1[02]; e9.2[05]; e9.3[05]; e9.4[01]; e9.5[05]; e10.1[01]; e10.3[01]; e10.4[01]; e10.5[01]; e10.6[01]; e10.7[01]; e11.1[01]; e11.2[01]; e11.3[01]; e11.4[01]; e11.5[02]; e12.0[01]; e12.1[01]; e12.2[01]; e12.3[01]; e12.4[01]; e12.5[01]; e12.6[01]; e12.7[01]; e12.8[01]; e12.9[01]; e12.10[01]; e12.11[01]; e12.12[01]; e12.13[01]; e12.14[01]; e12.15[01]; e12.16[01]; e12.17[02]; e12.18[02]; e12.19[01]; e12.20[01]; e13.4[05]; e13.5[05]; e13.6[01]; e13.7[01]; e14.1[01]; e14.3[01]; e14.5[01]; e14.6[01]; e14.7[01]; e14.9[01]; e14.10[01]; e14.11[01]; e14.12[01]; e14.13[01]; e14.14[01]; e14.15[01]; f1.2[01]; f1.3[01]; f1.4[02] f1.5[01]; f2.1[01]; f2.2[02]; f2.3[02]; f2.4[02]; f2.5[02]; f2.6[02]; f2.7[02]; f2.8[02]; f2.9[02]; f2.10[02]; f2.11[02]; f2.12[02]; f3.1[02]; f3.2[02]; f3.3[02]; f3.4[02]; f3.5[02]; f3.6[02]; f3.7[02]; f3.8[02]; f3.9[02]; f3.10[01]; f3.11[02]; f3.12[02]; f4.0[01]; f4.1[01]; f4.2[01]; f4.3[01]; f4.4[01]; f4.7[01]; f4.8[01]; f4.9[01]; f4.10[01]; f4.11[01]; f4.12[01]; f4.14[05]; f5.1[01]; f5.2[01]; f5.3[01]; Np121[05]; f5.4[01]; f5.5[01]; f5.6[02]; f5.7[01]; f5.8[01]; f6.0[01]; f6.1[01]; f6.2[01]; f6.3[01]; f6.5[01]; f6.6[01]; f6.7[01]; f7.0[02]; f7.1[02]; f7.2[01]; f7.3[01]; f7.4[01]; f8.1[01]; f8.2[02]; f8.3[01]; f8.5[01]; f8.6[01]; f8.7[01]; f8.9[01]; f8.11[01]; f8.12[02]; f8.13[02]; f8.14[02]; f8.15[02]; f8.16[02]; f8.17[01]; f8.18[01]; f8.19[01]; f8.20[01]; f8.21[02]; f8.22[02]; f8.23[01]; f8.24[01]; f8.25[01]; f8.27[02]; f8.29[02]; f8.30[02]; f8.31[02]; f8.32[02]; f8.33[01]; f8.34[01]; f8.35[01]; f8.36[01]; f8.37[01]; f8.38[01]; f8.39[01]; f8.40[01]; f8.41[01]; f8.42[01]; f8.43[01]; f8.44[01]; f8.45[01]; f8.46[01]; f8.47[01]; f8.48[02]; f8.49[02]; f8.50[02]; f8.51[02]; f8.52[02]; f8.53[02]; f9.1[01]; f9.2[01]; f9.3[01]; f9.4[01]; f9.5[01]; f9.6[01]; f9.7[01]; f9.8[01]; f9.9[04];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix 21. 2: See Table 6 for the data codes.

Table 131. Controlling attributes matrix 44 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10 Clan Control 2	f9.10[O4]; f9.11[O4]; f9.12[O1]; f9.13[O1]; f9.14[O1]; f10.1[O1]; f10.1[O2]; f10.2[O2]; f10.3[O1]; f10.4[O1]; f10.8[O1]; f10.9[O1]; f10.10[O2]; f10.11[O4]; f10.12[O4]; f10.13[O2]; f10.14[O4]; f10.15[O4]; f11.1[O1]; f11.2[O1]; f11.3[O1]; f11.4[O1]; f11.5[O1]; f11.6[O1]; f11.7[O1]; f11.8[O1]; f11.9[O1]; f11.10[O1]; f11.11[O1]; f11.12[O1]; f11.13[O1]; f11.14[O1]; f11.15[O1]; f11.16[O1]; f11.17[O1]; f11.18[O1]; f11.19[O1]; f11.20[O5]; f11.21[O1]; f12.2[O2]; f12.3[O1]; f12.4[O2]; f12.4[O2]; f12.5[O2]; f12.6[O1]; f12.7[O2]; f12.8[O2]; f12.9[O2]; f12.10[O2]; f12.11[O2]; f12.12[O2]; f12.13[O2]; f12.5[O1]; f12.15[O4]; f12.16[O1]; f12.17[O1]; f12.18[O4]; f12.19[O4]; f12.20[O2]; f12.21[O2]; f12.22[O2]; f12.23[O1]; f12.24[O2]; f12.25[O2]; f12.26[O4]; f12.27[O5]; f12.28[O1]; f12.29[O1]; f12.30[O4]; f12.31[O2]; f12.32[O1]; f12.33[O4]; f12.35[O1]; f12.36[O1]; f12.37[O1]; f13.1[O1]; f13.2[O5]; f13.3[O2]; f13.4[O3]; f14.1[O2]; f14.2[O2]; f14.3[O2]; f14.4[O2]; f14.5[O2]; f14.6[O2]; f15.0[O2]; f15.1[O2]; f15.2[O2]; f15.3[O2]; f15.4[O2]; f15.5[O2]; f15.6[O2]; f15.7[O1]; f15.8[O1]; f15.9[O2]; f15.10[O1]; f15.12[O1]; f15.13[O1]; f15.16[O1]; f15.17[O4]; f15.18[O4]; f15.19[O1]; f16.1[O2]; f16.2[O1]; f16.3[O1]; f16.4[O2]; f16.5[O2]; f17.1[O4]; f17.2[O4]; f17.3[O2]; f17.4[O2]; f17.5[O2]; f17.6[O5]; f17.7[O2]; f17.8[O2]; f17.9[O4]; f17.10[O2]; f17.11[O2]; f18.1[O1]; f18.2[O1]; f18.3[O1]; f18.4[O2]; f18.5[O1]; f18.6[O5]; f18.8[O1]; f18.9[O1]; f18.10[O1]; f18.11[O1]; f18.10[O1]; f18.11[O1]; f18.12[O2]; f18.13[O2]; f18.14[O2]; f18.15[O4]; f18.16[O4]; f18.17[O4]; f18.18[O2]; g1.1[O2]; g1.2[O2]; g1.3[O4]; g1.4[O2]; g1.5[O2]; g1.6[O2]; g1.7[O2]; g1.8[O1]; g1.9[O1]; g2.1[O1]; g2.2[O1]; g2.3[O1]; g2.4[O2]; g2.5[O2]; g2.6[O1]; g2.7[O5]; g2.8[O2]; g2.8[O2]; g2.9[O2]; g3.1[O1]; g3.2[O1]; g3.3[O2]; g3.4[O5]; g4.1[O1]; g4.2[O2]; g4.3[O2]; g4.4[O2]; g4.5[O2]; g4.6[O1]; g4.7[O1]; g4.8[O1]; g4.9[O1]; g4.10[O2]; g4.11[O2]; g4.12[O2]; g4.13[O1]; g4.14[O1]; g4.15[O1]; g4.16[O2]; g4.17[O1]; g4.18[O3]; g4.19[O1]; g4.20[O3]; g4.21[O1]; g4.22[O2]; g4.23[O2]; g4.24[O2]; g5.1[O3]; g5.2[O1]; g5.3[O2]; g5.1[O2]; g5.6[O2]; g5.7[O2]; g5.8[O2]; g5.1[O4]; g6.1[O2]; g6.2[O2]; g6.3[O3]; g6.4[O2]; g6.5[O3]; g6.6[O4]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 132. Controlling attributes matrix 45 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10 Clan Control 3	h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; i1.0[O1]; i1.1[O1]; i1.2[O1]; i1.3[O1]; i1.4[O1]; i1.5[O1]; i1.6[O1]; i1.7[O1]; i1.8[O1]; i1.9[O1]; i1.10[O1]; i1.11[O3]; i1.12[O1]; i1.13[O1]; i1.14[O1]; i1.15[O1]; i1.16[O1]; i1.17[O1]; i1.18[O1]; i1.19[O1]; i1.20[O1]; i1.21[O1]; i1.22[O1]; i1.23[O1]; i1.24[O1]; i1.25[O1]; i1.26[O1]; i1.27[O2]; i1.28[O3]; i1.29[O3]; i1.30[O3]; i1.31[O3]; i1.32[O3]; i1.33[O3]; i2.1[O2]; i2.2[O4]; i2.3[O3]; i2.4[O3]; i2.5[O3]; i2.6[O3]; i3.1[O2]; i3.2[O2]; i3.3[O1]; i3.4[O1]; i3.5[O1]; i3.6[O1]; i3.8[O1]; i3.9[O1]; j1.0[O1]; j1.1[O1]; j1.2[O1]; j1.3[O1]; j1.4[O1]; j1.5[O1]; j1.6[O1]; j1.7[O1]; j1.8[O1]; j1.9[O1]; j1.10[O1]; j1.11[O5]; j1.12[O1]; j1.13[O3]; j1.14[O6]; j1.15[O2]; j1.16[O1]; j1.17[O1]; j1.18[O1]; j1.19[O5]; j2.1[O1]; j2.2[O1]; j2.3[O1]; j2.4[O1]; j2.5[O1]; j3.1[O2]; j3.2[O2]; j3.3[O2]; j3.4[O2]; j3.5[O5]; j3.6[O5]; j3.7[O5]; j3.8[O3]; j3.9[O1]; j3.10[O1]; j3.11[O5]; j3.12[O3]; j3.13[O5]; j3.14[O5]; j3.15[O1]; j3.16[O1]; j3.17[O2]; j3.18[O1]; j3.19[O1]; j3.20[O1]; j3.21[O1]; j3.22[O1]; j3.23[O2]; j3.24[O5]; j3.25[O2]; j4.1[O2]; j4.2[O2]; j5.1[O1]; j5.2[O1]; j5.3[O1]; j5.4[O1]; j5.5[O1]; j5.6[O1]; j5.7[O1]; j5.8[O1]; j5.9[O1]; j5.10[O1]; j5.11[O1]; j5.12[O1]; j5.13[O2]; j5.14[O2]; j5.15[O1]; j5.16[O1]; j5.17[O1]; j5.18[O2]; j6.1[O2]; j6.2[O2]; j6.3[O2]; j6.4[O1]; j6.5[O2]; j6.6[O4]; j7.1[O2]; j7.2[O2]; j7.3[O2]; j7.4[O2]; j8.1[O2]; j8.2[O2]; j8.3[O2]; j8.4[O1]; j9.1[O2]; j9.2[O2]; j9.3[O2]; j9.4[O2]; j9.5[O1]; j9.6[O2]; j9.7[O2]; j9.8[O2]; j9.9[O2]; j9.10[O2]; j9.11[O2]; j9.12[O2]; j9.13[O2]; j10.1[O2]; j10.2[O2]; j10.3[O2]; j10.4[O1]; j10.5[O2]; j10.6[O2]; j10.7[O2]; j10.8[O2]; j10.9[O2]; j10.10[O2]; j10.11[O2]; j11.1[O1]; j11.2[O1]; j11.3[O1]; j11.4[O1]; j11.5[O2]; j11.6[O2]; j11.7[O5]; j12.1[O1]; j12.2[O1]; j12.3[O1]; j12.4[O1]; j12.5[O1]; j12.6[O1]; j13.1[O1]; j13.2[O1]; j13.3[O5]; j13.4[O2]; j13.5[O2]; j14.0[O1]; j14.1[O2]; j14.2[O2]; j14.3[O2]; j14.4[O2]; j14.5[O2]; j15.0[O2]; j15.1[O2]; j15.2[O2]; j15.3[O2]; j16.0[O1]; j16.1[O1]; j16.2[O3]; j16.3[O5]; j16.4[O3]; j16.5[O5]; j16.6[O5]; j16.7[O2]; j17.1[O5]; j17.2[O5]; j17.3[O3]; j17.4[O1]; j17.5[O2]; j17.6[O2]; j17.7[O2]; j17.8[O1]; j17.9[O3]; j17.10[O5]; j17.11[O5]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 133. Controlling attributes matrix 46 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10 Clan Control 4	k10.4[O5] k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; .2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1];];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 134. Controlling attributes matrix 47 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10 Clan Control 5	L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 135. Controlling attributes matrix 48 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10 Clan Control 6	o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p8.1[O1]; p8.2[O1]; p9.5[O1]; p9.1[O1]; p9.2[O5]; p9.3[O5]; p9.4[O5]; p10.1[O1]; p11.1[O1]; p12.1[O5]; p12.2[O5]; p13.1[O1]; p13.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p38.1[O1]; p38.2[O5]; p38.1[O2]; p39.1[O1]; p40.1[O1]; p40.2[O1]; p41.1[O1]; p41.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.



Table 136. Controlling attributes matrix 49 for “S3” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.10 Clan Control 7	p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.2[O1]; p75.3[O1]; p75.4[O1]; p75.11[O1]; p75.16[O1]; p75.17[O3]; p75.17[O3]; q2.3[O1]; q2.4[O1]; q5.2[O4]; q5.4[O1]; q5.5[O1]; q5.6[O1]; q5.8[O3]; q5.9[O3]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; s2.4[O1]; t3.2[O2]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; u2.1[O1]; u2.2[O1]; u3.1[O1]; u2.4[O1]; u3.4[O1]; u3.5[O1]; u3.8[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; v2.4[O1]; v2.5[O1]; v2.6[O1]; v2.7[O1]; v2.9[O1]; v3.1[O1]; w3.1[O1]; w4.1[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w4.2[O1]; w4.3[O1]; w4.4[O1]; w4.5[O1]; w4.6[O1]; w6.1[O1]; w9.5[O1]; w9.7[O1]; w9.8[O1]; w9.9[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w33.1[O1]; w33.2[O1]; w41.1[O3]; w41.2[O3]; w41.3[O5]; w42.1[O5]; w42.2[O5]; w42.3[O5]; w42.4[O5]; w43.1[O3]; w43.2[O1]; w43.3[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1]; w45.1[O1]; w45.2[O1]; w50.1[O5]; w50.2[O5]; w50.3[O5]; w50.5[O5]; w50.7[O5]; w50.8[O5]; w50.9[O5]; w50.10[O5]; w51.1[O5]; w51.2[O3]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1]; w55.1[O1]; w55.2[O1]; w55.3[O1]; w56.1[O1]; w56.2[O1]; w56.3[O1] End S3}
5. Internal Stakeholders	
5.1. Employees	{Begin S3: h8.15[O1]; h8.16[O1]; p28.1[O1]; End S3}
5.2. Employee Groups	{Begin S3: p28.1[O1]; End S3}
5.3. Owners	{No evidence in S3}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

*External environments: trade and influencing the corporate environment through competitive aggression.* There are 4,507 data points in this translation indicating the external environmental attributes. There is an extended discussion on trade including buyers and sellers and competitors (1,010 data points) legal requirements, prohibited transactions, charging interest, returning merchandise, lending money, personal loans, bankruptcy, guaranteeing payment, partnerships, job wages, lost and found, endowments, and gift giving (Sections k1.0-k32.0 376-449). While charging interest on loans is prohibited, there is “a formal legal opinion (fatwa) given” by one Indian Islamic scholar “that dealing in interest is permissible between Muslims and non-Muslims in enemy lands (dar al—harb) meaning areas in which the rules of Islam do not exist” (Section w43.1, p. 943). Gambling is prohibited and consequently, “buying and selling insurance policies are unlawful” in countries subject to Shari‘a” (Section 42.1, pp. 942-943).

There are 460 data points that suggest the competitive aggressive nature of Islam and Islamic Law. The concept of jihad is specifically defined as waging “war against non-Muslims and is etymologically derived from the word *mujahada*, signifying warfare to establish religion.” An extensive discussion ensues regarding the personal and communal obligatory nature of jihad (Section o9.0, pp. 599-602). Jihad’s objectives are clearly articulated: “Jews, Christians, and Zoroastrians” are fought to force them to enter the Islamic “social order” and to pay the non-Muslim poll tax; and secondly, everyone else is fought to force them to enter Islam but without the possibility of paying the poll tax: they must convert or be killed (Section o9.8-o9.9, pp. 602-603). When fighting non-Muslims and women and children are captured, they become slaves; however, when men are captured, Islamic leaders decide if the men will be killed, become slaves, or released

(Section o9.14, p. 604). There is a time limit for truces between Muslim and non-Muslim nations. Ceasing hostilities with non-Muslims is permissible; however, Shari‘a mandates that the terms of peace may not exceed 10 years (Section o9.16, pp. 604-605).

The concept of “Commanding the Right and Forbidding the Wrong” is expatiated in *Book Q* and essentially requires Muslims to ensure all people throughout the world follow the dictates of Islamic Law. Section q0.2 states, “that commanding the right and forbidding the wrong is the *most important fundamental of the religion* [italics added], and is the mission that Allah sent the prophets to fulfill”; and this is a “*communal*” obligation, meaning the Muslim nation is required to enforce the precepts of Islamic Law (p. 714). While a communal obligation, individual Muslims are also required to enforce Islamic Law dictates whenever they observe infractions of the law. Levels of actions that are allowed when enforcing Shari‘a range from explaining the type of the violation to using “intimidation” and physical violence (p. 716-717).

Table 137. External organizational systems attributes matrix 1 for “S3” text

External Organizational Systems Attributes	
6. Environments	
6.1. Competitive	
6.1.1. Buyers & Suppliers	
1	{Begin S3: c3.4[O1]; c5.2[O6]; c8.3[O1]; f12.5[O2]; g1.7[O2]; h3.1[O1]; h3.2[O1]; h3.7[O3]; h5.1[O1]; h5.2[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Table 138. External organizational systems attributes matrix 2 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.1.1 Buyers and Sellers 2	k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 139. External organizational systems attributes matrix 3 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.1.1 Buyers and Sellers 3	n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p55.1[O1]; p65.1[O1]; p69.1[O5]; r12.1[O5]; w41.1[O3]; w41.2[O3]; w41.3[O5]; w42.1[O5]; w42.2[O5]; w42.3[O5]; w42.4[O5]; w43.1[O3]; w43.2[O1]; w43.3[O1]; w52.178-52.237[O1] End S3}
6.1.2. Competitors 1	{Begin S3: c3.4[O1]; k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 140. External organizational systems attributes matrix 4 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.1.2 Competitors 2	k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2]; m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; }

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 141. External organizational systems attributes matrix 5 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.1.2 Competitors 2	m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p36.1[O1]; p36.2[O1]; p69.1[O5]; w52.178-52.237[O1] End S3
6.1.3. Labor Market	{Begin S3: o25.9[O1]; o25.10[O1]; o26.1[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1] End S3}
6.2. Macroenvironment	
6.2.1. Global	{Begin S3: o25.9[O1]; o25.10[O1]; o26.1[O1]; r8.2[O3] End S3}
6.2.2. Human Resource	{No evidence in S3}
6.2.3. Legal and Regulatory	{Begin S3: o25.9[O1]; o25.10[O1]; o26.1[O1]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1] End S3}
6.2.4. Macroeconomic	{Begin S3: r12.1[O5] End S3}

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.





Table 143. External organizational systems attributes matrix 7 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.2.7	k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1];
Sociocultural 2	k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; m1.0[O1]; m1.1[O1]; m1.2[O1]; m1.3[O1]; m1.4[O2]; m2.1[O2]; m2.2[O2]; m2.3[O5]; m2.4[O5]; m2.5[O5]; m2.6[O5]; m2.7[O5]; m2.8[O5]; m2.9[O5]; m2.10[O1]; m2.11[O1]; m2.12[O5]; m2.13[O5]; m2.14[O1]; m2.15[O5]; m2.16[O1]; m2.17[O2]; m3.1[O1]; m3.2[O1]; m3.3[O1]; m3.4[O5]; m3.6[O3]; m3.7[O1]; m3.8[O1]; m3.9[O1]; m3.10[O3]; m3.11[O1]; m3.12[O1]; m3.15[O5]; m4.0[O1]; m4.1[O1]; m4.2[O5]; m4.3[O1]; m4.4[O1]; m4.5[O1]; m5.1[O1]; m5.2[O3]; m5.3[O2]; m5.4[O1]; m5.5[O3]; m5.6[O1]; m6.0[O5]; m6.1[O5]; m6.2[O5]; m6.3[O5]; m6.5[O5]; m6.7[O5]; m6.8[O5]; m6.9[O5]; m6.10[O5]; m6.12[O1]; m7.1[O3]; m7.2[O1]; m7.4[O1]; m7.5[O1]; m8.0[O1]; m8.1[O2]; m8.2[O5]; m8.3[O5]; m8.4[O3]; m8.5[O1]; m8.6[O3]; m8.7[O1]; m8.8[O1]; m8.9[O3]; m8.10[O1]; m8.11[O1]; m9.1[O2]; m9.2[O1]; m9.3[O3]; m10.0[O1]; m10.1[O5]; m10.3[O3]; m10.4[O3]; m10.5[O3]; m10.6[O4]; m10.7[O4]; m10.8[O5]; m10.9[O1]; m10.10[O5]; m10.12[O1]; m11.0[O1]; m11.1[O1]; m11.2[O1]; m11.3[O1]; m11.4[O2];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 144. External organizational systems attributes matrix 8 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.2.7 Sociocultural 3	m11.5[O1]; m11.6[O1]; m11.7[O1]; m11.8[O1]; m11.9[O1]; m11.10[O1]; m11.11[O2]; m11.12[O3]; m11.13[O3]; m11.14[O5]; m12.1[O1]; m12.2[O1]; m12.3[O1]; m12.4[O1]; m12.5[O1]; m12.6[O1]; m13.0[O1]; m13.1[O1]; m13.2[O1]; m13.3[O5]; m13.4[O5]; m13.5[O1]; n1.0[O1]; n1.1[O1]; n1.2[O1]; n1.3[O1]; n2.1[O1]; n2.2[O5]; n2.3[O1]; n3.1[O1]; n3.2[O1]; n3.3[O1]; n3.4[O1]; n3.5[O1]; n3.7[O1]; n4.1[O1]; n4.3[O1]; n4.5[O1]; n4.6[O1]; n5.0[O1]; n5.1[O1]; n5.2[O5]; n5.3[O1]; n5.4[O1]; n5.5[O1]; n5.6[O1]; n6.0[O1]; n6.1[O1]; n6.2[O1]; n6.3[O1]; n7.0[O1]; n7.1[O1]; n7.2[O1]; n7.3[O1]; n7.4[O1]; n7.5[O1]; n7.6[O1]; n7.7[O5]; n8.0[O1]; n8.1[O5]; n8.3[O1]; n9.0[O1]; n9.1[O1]; n9.2[O1]; n9.3[O1]; n9.5[O1]; n9.6[O1]; n9.7[O1]; n9.8[O1]; n9.9[O1]; n9.10[O1]; n9.11[O1]; n9.13[O1]; n9.14[O1]; n9.15[O5]; n9.16[O1]; n9.17[O1]; n9.18[O1]; n9.19[O1]; n10.2[O1]; n10.3[O1]; n10.4[O1]; n10.5[O5]; n10.6[O5]; n11.1[O1]; n11.2[O5]; n11.3[O1]; n11.4[O1]; n11.5[O2]; n11.6[O1]; n12.1[O1]; n12.2[O5]; n12.3[O5]; n12.4[O3]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1];

Notes: 1: Attribute numbers correspond with Table 8. Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 145. External organizational systems attributes matrix 9 for “S3” text continued

External Organizational Systems Attributes	
6. Environments	
6.2.7 Sociocultural 3	p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p14.1[O5]; p14.2[O1]; p15.1[O1]; p15.2[O1]; p15.3[O1]; p16.1[O1]; p17.1[O1]; p17.2[O5]; p18.1[O1]; p18.2[O1]; p18.3[O1]; p29.1[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p30.1[O1]; p30.2[O1]; p31.2[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p38.1[O1]; p38.2[O5]; p38.1[O2]; p39.1[O1]; p40.1[O1]; p40.2[O1]; p41.1[O1]; p41.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p71.1[O1]; p71.2[O1]; p42.1[O1]; p42.2[O1]; p43.0[O1]; p43.1[O1]; p43.2[O5]; p44.1[O5]; p45.1[O5]; p46.1[O1]; p47.1[O5]; p48.1[O1]; p48.2[O1]; p44.2[O1]; p49.1[O1]; p49.2[O1]; p50.1[O5]; p50.2[O5]; p51.1[O1]; p51.2[O1]; p53.1[O1]; p54.1[O1]; p54.1[O1]; p55.1[O1]; p56.1[O5]; p56.2[O5]; p57.1[O5]; p58.1[O1]; p59.1[O1]; p60.1[O1]; p61.1[O5]; p62.1[O5]; p63.1[O5]; p64.1[O1]; p65.1[O1]; p69.1[O5]; p70.1[O5]; p70.2[O5]; p71.1[O1]; p71.2[O1]; p73.1[O1]; p74.1[O5]; p75.23[O5]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; w33.1[O1]; w33.2[O1] End S3}
6.2.8. Technological	{No evidence in S3}
7. External Stakeholders	
7.1. Customers 1	{Begin S3: k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5] k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1];

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

Table 146. External organizational systems attributes matrix 10 for “S3” text continued

External Organizational Systems Attributes	
7. External Stakeholders	
7.1 Customers 1	k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o25.9[O1]; o25.10[O1]; o26.1[O1] End S3}
7.2. Financial Community 1	{Begin S3: k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 147. External organizational systems attributes matrix 11 for “S3” text continued

External Organizational Systems Attributes	
7. External Stakeholders	
7.2 Financial Community 2	k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p7.1[O1]; p7.2[O1]; w52.178-52.237[O1] End S3
7.3. Government Agencies 1	{Begin S3: k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Table 148. External organizational systems attributes matrix 13 for “S3” text continued

External Organizational Systems Attributes	
7. External Stakeholders	
7.3 Government Agencies 2	k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o25.9[O1]; o25.10[O1]; o26.1[O1] End S3}
7.4. Regulatory Agencies 1	{Begin S3: k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5] k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Table 149. External organizational systems attributes matrix 14 for “S3” text continued

External Organizational Systems Attributes	
7. External Stakeholders	
7.4 Regulatory Agencies 2	k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p7.1[O1]; p7.2[O1]; r12.1[O5] End S3} {Begin S3: k1.0[O1]; k1.1[O1]; k1.2[O1]; k1.3[O3]; k1.4[O3]; k1.5[O1]; k2.1[O1]; k2.2[O5]; k2.3[O5]; k2.4[O5]; k2.5[O5]; k2.6[O5]; k3.0[O5]; k3.1[O5]; k3.2[O1]; k3.3[O1]; k3.4[O1]; k3.5[O1]; k4.0[O5]; k4.1[O5]; k4.2[O5]; k4.3[O5]; k4.4[O1]; k4.5[O5]; k4.7[O5]; k4.8[O5]; k4.9[O5]; k4.10[O1]; k4.11[O1]; k4.12[O1]; k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5] k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1];
7.5. Shareholders 1	

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.



Table 150. External organizational systems attributes matrix 15 for “S3” text continued

External Organizational Systems Attributes	
7. External Stakeholders	
7.5 Shareholders 2	k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1]; k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o25.9[O1]; o25.10[O1]; o26.1[O1] End S3}
7.6. Trade Associations	{No evidence in S3}
7.7. Unions	{No evidence in S3}
8. Media	
8.1. International	{No evidence in S3}
8.2. National	{No evidence in S3}

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
3. 2: See Table 6 for the data codes.

Table 151. External organizational systems attributes matrix 16 for “S3” text continued

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin S3: b7.3[O1]; e4.4[O2]; f1.3[O1]; f7.1[O1]; f16.1[O1]; f16.2[O1]; f16.3[O1]; f16.4[O1]; f16.5[O1]; h1.0[O6]; h1.1[O1]; h1.2[O2]; h1.3[O1]; h1.4[O1]; h1.5[O1]; h1.6[O1]; h1.7[O1]; h1.8[O1]; h1.9[O1]; h1.10[O1]; h1.11[O1]; h1.12[O1]; h2.1[O1]; h2.2[O1]; h2.4[O1]; h2.5[O1]; h2.6[O1]; h2.7[O1]; h2.8[O1]; h2.9[O1]; h2.10[O1]; h2.11[O1]; h2.12[O1]; h2.13[O1]; h2.14[O1]; h2.15[O1]; h3.1[O1]; h3.2[O1]; h3.3[O1]; 3.4[O1]; h3.5[O1]; h3.6[O1]; h3.7[O3]; h3.9[O1]; h4.1[O1]; h4.2[O1]; h4.3[O1]; h4.4[O1]; h5.1[O1]; h5.2[O1]; h5.3[O1]; h5.4[O1]; h5.1[O5]; h6.1[O1]; h6.2[O1]; h7.1[O1]; h7.2[O1]; h7.3[O1]; h7.4[O1]; h7.5[O1]; h7.6[O1]; h7.7[O1]; h8.1[O3]; h8.2[O1]; h8.3[O1]; h8.4[O2]; h8.5[O2]; h8.6[O2]; h8.7[O1]; h8.8[O1]; h8.9[O1]; h8.10[O1]; h8.11[O1]; h8.12[O1]; h8.13[O1]; h8.14[O1]; h8.15[O1]; h8.16[O1]; h8.17[O1]; h8.18[O1]; h8.19[O1]; h8.20[O1]; h8.21[O1]; h8.22[O2]; h8.23[O2]; h8.24[O4]; h8.25[O1]; h8.26[O1]; h9.1[O2]; h9.2[O1]; h9.3[O3]; h9.4[O2]; h9.5[O5]; j6.2[O2]; k32.0[O1]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 152. External organizational systems attributes matrix 17 for “S3” text continued

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.1 Competitive Aggression	p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p11.1[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p51.2[O1]; p75.4[O1]; p75.25[O1]; q2.4[O1]; q5.9[O3]; t3.5[O1]; u2.1{o1}; w13.1[O1]; w33.1[O1]; w33.2[O1]; w43.5[O1]; w43.6[O1]; w44.1[O1]; w52.1[O1]; w52.11-52.440[O1]; w52.2[O1]; w52.3[O1] End S3}
9.2. Competitive Pacifications	{No evidence in S1-S3}
9.3. Public Relations 1	{Begin S3: a1.5[O1]; c3.2[O1]; j6.2[O2]; k32.0[O1]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5]; o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 153. External organizational systems attributes matrix 18 for “S3” text continued

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.3 Public Relations 2	p6.2[O1]; p7.1[O1]; p7.2[O1]; p11.1[O1]; p19.1[O1]; p19.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; p51.2[O1]; p75.23[O5]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4]; t3.5[O1]; t3.9[O5]; t3.10[O1]; t3.11[O1]; t3.15[O1]; t3.16[O1]; v2.1[O1]; v2.2[O1]; v2.3[O1]; w10.1[O1]; w11.1[O1]; w12.2[O1]; w13.1[O1]; w16.1[O1]; w16.2[O5]; w18.1[O1]; w18.2[O1]; w18.3[O1]; w18.4[O1]; w18.5[O1]; w18.6[O1]; w18.7[O1]; w18.8[O1]; w18.9[O1]; w18.10[O1]; w19.1[O1]; w19.2[O1]; w21.1[O5]; w23.1[O1]; w24.1[O3]; w24.2[O3]; w26.1[O1]; w28.1[O2]; w28.2[O1]; w29.0[O1]; w29.1[O1]; w29.2[O1]; w29.3[O1]; w29.4[O1]; w33.1[O1]; w33.2[O1]; w43.6[O1]; w44.1[O1] End S3
9.4. Legal Action 1	{Begin S3: k5.1[O1]; k5.2[O1]; k5.3[O1]; k5.4[O1]; k5.5[O3]; k5.6[O3]; k5.7[O1]; k5.9[O1]; k6.1[O5]; k6.2[O5]; k6.3[O5]; k7.1[O5]; k7.2[O5]; k7.3[O1]; k8.1[O1]; k8.2[O1]; k8.3[O1]; k8.4[O1]; k8.5[O1]; k9.1[O1]; k9.2[O1]; k9.3[O5]; k9.4[O5]; k10.0[O1]; k10.1[O1]; k10.2[O1]; k10.3[O3]; k10.4[O5]; k10.5[O5]; k10.6[O1]; k10.7[O1]; K11.0[O1]; K11.1[O1]; K11.2[O1]; K11.3[O5]; K11.4[O1]; K11.5[O1]; K11.6[O1]; k12.0[O1]; k12.1[O1]; k12.2[O1]; k12.3[O1]; k12.4[O1]; k12.5[O3]; k12.6[O1]; k13.0[O1]; k13.1[O5]; k13.2[O1]; k13.3[O1]; k13.4[O1]; k13.5[O1]; k13.6[O5]; k13.7[O1]; k13.8[O1]; k14.0[O1]; k14.1[O1]; k14.2[O1]; k14.3[O1]; k14.4[O1]; k15.0[O1]; k15.1[O1]; k15.2[O1]; k15.3[O1]; k15.4[O1]; k15.5[O1]; k15.6[O1]; k15.7[O1]; k15.8[O1]; k15.9[O1]; k15.10[O1]; k15.11[O3]; k15.12[O1]; k16.1[O1]; k16.2[O1]; k16.3[O1]; k16.4[O1]; k16.5[O1]; k16.6[O1]; k16.8[O3]; k16.9[O5]; k17.0[O1]; k17.1[O1]; k17.2[O3]; k17.3[O5]; k17.4[O3]; k17.5[O1]; k17.6[O3]; k17.7[O5]; k17.8[O5]; k17.9[O5]; k17.10[O1]; k17.11[O5]; k17.12[O3]; k17.13[O1]; k17.14[O1]; k17.15[O1]; k17.16[O3]; k17.17[O1]; k18.3[O1]; k18.4[O1]; k18.5[O1]; k18.6[O1]; k18.7[O3]; k18.8[O1]; k18.9[O1]; k19.1[O1]; k19.2[O3]; k19.3[O1]; k19.4[O2]; k19.5[O1]; k19.6[O1]; k19.7[O1]; k19.8[O5]; k20.0[O1]; k20.1[O1]; k20.2[O1]; k20.3[O1]; k20.4[O1]; k20.5[O1]; k20.6[O1]; k20.7[O1]; k20.8[O1]; k21.0[O1]; k21.1[O1]; k21.2[O1]; k21.3[O1]; k21.4[O1]; k21.5[O1]; k21.6[O1]; k21.7[O1]; k22.0[O1]; k22.1[O1]; k22.2[O1]; k22.3[O1]; k22.4[O1]; k22.5[O1]; k22.6[O1]; k22.7[O1]; k22.8[O1]; k24.0[O1]; k24.2[O1];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 154. External organizational systems attributes matrix 19 for “S3” text continued

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.4 Legal Action 2	k25.0[O1]; k25.1[O1]; k25.2[O1]; k25.3[O1]; k25.4[O1]; k25.5[O1]; k25.6[O1]; k25.7[O1]; k25.8[O1]; k25.9[O3]; k25.10[O1]; k25.11[O1]; k25.12[O1]; k25.13[O1]; k25.14[O1]; k25.15[O1]; k26.0[O1]; k26.1[O2]; k26.2[O1]; k26.3[O2]; k27.0[O1]; k27.1[O1]; k27.2[O1]; k27.3[O2]; k27.4[O3]; k27.5[O1]; k27.6[O1]; k27.7[O1]; k27.8[O1]; k27.9[O4]; k27.10[O3]; k28.0[O1]; k28.1[O1]; k28.2[O1]; k28.3[O1]; k28.4[O5]; k29.0[O1]; k29.1[O3]; k29.2[O3]; k29.3[O5]; k29.4[O4]; k29.5[O5]; k30.0[O1]; k30.1[O1]; k30.2[O1]; k30.3[O1]; k30.4[O1]; k30.6[O1]; k30.7[O1]; k30.8[O1]; k31.1[O1]; k31.2[O1]; k31.3[O1]; k31.4[O1]; k32.0[O1]; L1.0[O1]; L1.1[O1]; L1.2[O1]; L2.0[O1]; L2.1[O1]; L2.2[O1]; L2.3[O1]; L2.4[O1]; L2.5[O5]; L3.0[O1]; L3.1[O1]; L3.2[O1]; L3.3[O1]; L3.4[O1]; L3.5[O1]; L3.6[O1]; L3.7[O1]; L3.8[O1]; L3.9[O1]; L3.10[O1]; L3.11[O1]; L3.12[O1]; L3.13[O1]; L3.14[O1]; L4.1[O1]; L4.2[O1]; L4.3[O1]; L4.4[O1]; L4.5[O5]; L5.0[O5]; L5.1[O5]; L5.2[O5]; L5.3[O5]; L5.4[O5]; L6.1[O1]; L6.2[O1]; L6.3[O1]; L6.4[O1]; L6.5[O1]; L6.6[O1]; L6.7[O1]; L6.8[O1]; L6.9[O1]; L6.10[O1]; L6.11[O1]; L6.12[O1]; L6.13[O1]; L6.14[O1]; L6.15[O1]; L6.16[O1]; L6.17[O1]; L6.18[O1]; L6.19[O1]; L6.20[O1]; L6.21[O1]; L6.22[O1]; L7.1[O1]; L7.2[O1]; L7.3[O1]; L7.4[O1]; L7.5[O1]; L7.6[O1]; L7.7[O1]; L7.8[O1]; L7.9[O1]; L7.10[O1]; L8.1[O1]; L8.2[O1]; L9.0[O1]; L9.1[O1]; L9.2[O1]; L10.1[O1]; L10.2[O1]; L10.3[O1]; L10.4[O1]; L10.5[O1]; L10.6[O1]; L10.8[O1]; L10.9[O1]; L10.10[O1]; L10.11[O1]; L10.12[O1]; L10.13[O1]; o1.0[O1]; o1.1[O1]; o1.2[O5]; o2.1[O1]; o2.2[O1]; o2.3[O1]; o2.4[O1]; o3.1[O1]; o3.2[O1]; o3.3[O1]; o3.4[O4]; o3.5[O5]; o3.6[O5]; o3.8[O1]; o3.9[O1]; o3.10[O1]; o3.12[O1]; o3.13[O1]; o4.0[O2]; o4.1[O3]; o4.2[O1]; o4.3[O1]; o4.4[O1]; o4.5[O1]; o4.6[O2]; o4.7[O5]; o4.8[O3]; o4.9[O1]; o4.10[O1]; o4.11[O1]; o4.12[O1]; o4.13[O1]; o4.14[O1]; o4.15[O1]; o4.16[O1]; o4.17[O1]; o5.1[O1]; o5.2[O1]; o5.3[O1]; o5.4[O1]; o6.1[O1]; o6.2[O1]; o6.3[O1]; o6.4[O4]; o7.1[O3]; o7.2[O3]; o7.3[O3]; o7.4[O5]; o8.0[O1]; o8.1[O1]; o8.2[O1]; o8.3[O5]; o8.4[O1]; o8.5[O1]; o8.6[O1]; o8.7[O1]; o9.0[O1]; o9.1[O1]; o9.2[O1]; o9.3[O1]; o9.4[O1]; o9.5[O5]; o9.6[O5]; o9.7[O5]; o9.8[O1]; o9.9[O1]; o9.10[O5]; o9.11[O1]; o9.12[O5]; o9.13[O5]; o9.14[O1]; o9.15[O3]; o9.16[O3]; o10.1[O1]; o10.2[O1]; o10.3[O1]; o11.1[O1]; o11.2[O5]; o11.3[O1]; o11.4[O1]; o11.5[O1]; o11.6[O5]; o11.7[O5]; o11.8[O1]; o11.9[O1]; o11.10[O1]; o11.11[O1]; o12.1[O1]; o12.2[O1]; o12.4[O1]; o12.5[O1]; o12.6[O1]; o13.1[O1]; o13.2[O1]; o13.3[O1]; o13.4[O1]; o13.5[O1]; o13.6[O1]; o13.7[O1]; o13.8[O1]; o13.9[O1]; o14.1[O1]; o14.2[O5]; o14.3[O5]; o14.4[O1]; o14.5[O1]; o14.6[O1]; o15.1[O1]; o15.2[O1]; o15.3[O1]; o16.1[O1]; o16.2[O1]; o16.3[O1]; o16.4[O1]; o16.5[O1]; o16.6[O5]; o16.7[O5]; o17.1[O1]; o17.2[O5]; o17.3[O3]; o17.4[O3]; o18.0[O1]; o18.1[O1]; o18.2[O1]; o18.3[O1]; o18.4[O1]; o18.5[O1]; o18.6[O1]; o18.7[O1]; o18.8[O1]; o18.9[O1]; o18.10[O1]; o19.1[O1]; o19.3[O1]; o19.5[O1]; o20.1[O1]; o20.2[O1]; o20.4[O3]; o21.1[O1]; o21.2[O5]; o21.3[O5]; o21.4[O3]; o22.1[O1]; o22.2[O2]; o22.3[O2]; o22.4[O2]; o22.5[O2]; o22.6[O5];

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix  
 3. 2: See Table 6 for the data codes.

Table 155. External organizational systems attributes matrix 20 for “S3” text continued

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.4 Legal Action 3	o22.7[O5]; o22.8[O5]; o22.9[O4]; o22.10[O4]; o22.11[O2]; o22.12[O1]; o22.1[O2]; o22.14[O1]; o23.1[O1]; o23.2[O5]; o23.3[O1]; o23.4[O1]; o23.5[O1]; o23.6[O5]; o23.7[O1]; o23.8[O1]; o23.9[O2]; o24.1[O1]; o24.2[O1]; o24.3[O5]; o24.4[O1]; o24.5[O1]; o24.6[O5]; o24.7[O1]; o24.8[O1]; o24.9[O1]; o24.10[O1]; o25.0[O1]; o25.1[O1]; o25.2[O1]; o25.4[O1]; o25.5[O1]; o25.6[O5]; o25.7[O1]; o25.8[O5]; o25.9[O1]; o25.10[O1]; o26.1[O1]; p0.0[O1]; p0.1[O1]; p1.0[O1]; p1.2[O1]; p1.3[O1]; p2.1[O1]; p2.2[O1]; p3.1[O1]; p3.2[O1]; p4.1[O1]; p5.1[O1]; p6.1[O1]; p6.2[O1]; p7.1[O1]; p7.2[O1]; p20.1[O1]; p20.2[O1]; p20.3[O1]; p20.4[O1]; p21.1[O1]; p21.2[O1]; p21.3[O1]; p22.1[O1]; p22.2[O1]; p23.1[O1]; p23.2[O1]; p24.1[O1]; p24.2[O1]; p25.1[O5]; p25.2[O5]; p26.1[O1]; p26.2[O1]; p26.3[O5]; p27.1[O5]; p27.2[O1]; p27.3[O1]; p28.1[O1]; p33.1[O1]; p33.2[O1]; p33.3[O5]; p34.1[O5]; p34.2[O5]; p34.3[O5]; p35.0[O1]; p35.1[O1]; p35.2[O1]; p35.3[O1]; p36.1[O1]; p36.2[O1]; p37.1[O1]; p37.2[O2]; r12.1[O5]; r1.1[O1]; r1.1[O1]; r1.3[O1]; r2.2[O1]; r2.5[O5]; r2.6[O1]; r2.7[O5]; r2.8[O5]; r2.10[O5]; r2.11[O5]; r2.12[O5]; r2.13[O5]; r2.14[O5]; r2.2[O5]; r3.1[O5]; r5.1[O5]; r6.1[O5]; r6.2[O5]; r6.3[O5]; r6.4[O5]; r7.1[O4]; r8.1[O5]; r8.2[O3]; r9.1[O1]; r10.3[O3]; r11.1[O1]; r11.2[O1]; r12.1[O5]; r13.1[O1]; r13.2[O2]; r13.3[O2]; r14.1[O1]; r14.2[O3]; r14.3[O1]; r16.1[O1]; r17.1[O3]; r18.1[O3]; r18.2[O5]; r19.1[O5]; r19.2[O5]; r20.1[O5]; r20.2[O1]; r20.3[O2]; r22.1[O5]; r23.1[O5]; r24.1[O5]; r26.2[O5]; r27.1[O5]; r27.2[O3]; r28.1[O5]; r29.1[O1]; r30.1[O4]; r32.6[O4]; r32.7[O4] End S3 } {Begin S3: r10.3[O3] End S3 }
9.5. Political	

Notes: 1: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix 3. 2: See Table 6 for the data codes.

#### Fourth Supporting Qur’anic Text

Ibn Rushd’s (d. 1198/1994) *The Distinguished Jurist’s Primer* was the fourth supplemental text analyzed. There are 5,223 data points providing organizational planning, leading, organizing, controlling, and external environmental attributes in this text (Tables 156-182). This case consisted of one volume and 609 pages and further corroborates the evidence from the previous cases. Again, due to the volume of evidence accumulated in this study, a limited discussion will follow on selected evidence that provides a different viewpoint from previous discussions.

Table 156 Leading attributes matrix 1 for “S4” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committees	{No Evidence in S4}
1.1.2. Formal	
1.1.2.1. Downward 1	{Begin S4: Ppxxxiv[O6]; N3pxliii[O6]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 157. Leading attributes matrix 2 for “S4” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1.1.1 Downward 2	4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6]End S4}
1.1.2.2. Upward	{No Evidence in S4}
1.1.2.3. Horizontal	{No Evidence in S4}
1.1.3. Informal Grapevine	{No Evidence in S4}
1.1.4. Public Relations Policy	{No Evidence in S4}
1.2. Motivating Employees	{No Evidence in S4}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.



Table 158. Leading attributes matrix 3 for “S4” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	{Begin S4: N3pxliiii[O6]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 159. Leading attributes matrix 4 for “S4” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.1 Organizational Decision-Making Process	2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
1.3.2. Barriers to Decision Making 1	{Begin S4: Ppxxxiv[O6]; N3pxliii[O6]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 160. Leading attributes matrix 4 for “S4” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.2 Barriers to Decision Making 2	1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.3.3[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.75[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 161. Leading attributes matrix 5 for “S4” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.2 Barriers to Decision Making 3	4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
1.4. Sources of Power	
1.4.1. Coercive	{Begin S4: 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
1.4.2. Expert	{Begin S4: End S4}
1.4.3. Legitimate	{Begin S4: End S4}
1.4.4. Reward	{Begin S4: 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 10.2[O1]; 10.2.1[O1]; 10.2.2[O1]; 10.2.3[O1]; 10.2.3.1[O1]; 10.2.3.2[O1]; 10.2.3.3[O1]; 10.2.3.4[O1]; 10.2.4[O1]; 10.2.5[O1]; 10.2.6[O1]; 10.2.7[O1]; 10.2.7.1[O1]; 10.2.7.2[O1]; 10.2.7.3[O1]; 10.2.7.4[O1]; 10.2.7.5[O1]; 10.2.7.6[O1] End S4}
1.4.5. Referent	{No Evidence in S4}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 162. Planning attributes matrix for “S4” supporting text

Internal Organizational Systems Attributes	
2. Planning	
2.1. Vision	{Begin S4: 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
2.2. Mission	{Begin S4: 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin S4: 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
2.3.2. Strategic Objectives	{Begin S4: 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 163. Organizing attributes matrix 1 for “S4” supporting text

Internal Organizational Systems Attributes	
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{No Evidence in S4}
3.1.2. Divisional	
3.1.2.1. Customer	{No Evidence in S4}
3.1.2.2. Geographic	{No Evidence in S4}
3.1.2.3. Product	{No Evidence in S4}
3.1.3. Matrix	{No Evidence in S4}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority 1	{Begin S4: Ppxxxiv[O6]; N3pxliii[O6]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 164. Organizing Attributes matrix 2 for “S4” supporting text continued

Internal Organizational Systems Attributes	
3. Organizing	
3.2.1.1. Centralization of Authority 2	2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.75[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6] End S4}
3.2.1.2. Decentralization of Authority	{Begin S4: 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6] End S4}
3.2.1.3. Delegation of Authority	{No Evidence in S4}
3.2.1.4. Line Authority	{No Evidence in S4}
3.2.1.5. Functional	{Begin S4: 2.3.5[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

Table 165. Organizing Attributes 3 Matrix for “S4” supporting text continued

Internal Organizational Systems Attributes	
3. Organizing	
3.2.1.6. Unity of Command	{No Evidence in S4}
3.2.1.7. Span of Control	{No Evidence in S4}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 166. Controlling attributes matrix 1 for “S4” supporting text

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No Evidence in S4}
4.1.2. Financial	{Begin S4: Ppxxxix[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 10.2[O1]; 10.2.1[O1]; 10.2.2[O1]; 10.2.3[O1]; 10.2.3.1[O1]; 10.2.3.2[O1]; 10.2.3.3[O1]; 10.2.3.4[O1]; 10.2.4[O1]; 10.2.5[O1]; 10.2.6[O1]; 10.2.7[O1]; 10.2.7.1[O1]; 10.2.7.2[O1]; 10.2.7.3[O1]; 10.2.7.4[O1]; 10.2.7.5[O1]; 10.2.7.6[O1] End S4}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
1. 2: See Table 6 for the data codes.

*Controlling attributes: bureaucratic financial and control. Book V: The Book of Zakat*, elaborates on Zakat and Sections 5.5-5.5.3 provide additional insight into the entitlements for the categories of Muslims authorized to receive Zakat. Section 5.5.2 indicates that while wealthy Muslims may not receive Zakat, it also states that if they are “warrior[s] fighting in the path of Allah”, meaning conducting military action against



non-Muslims, they are considered wayfarers and therefore entitled to their share of Zakat. Section 5.5.3 stipulates that rich Muslims participating in jihad may receive enough Zakat payment “that will take him to the battle front” (pp. 283-323). This text confirms that the Muslim jurists from the four Schools of Islamic Law identified in Figure 2 “all agree on the four sources of Islamic Law” and that Sunni Muslims may choose which School of Law to follow (Ibn Rushd’s, d. 1198/1994, pp. xxxiii-xxxv).

Table 167. Controlling attributes matrix 2 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.1.1. Legal 1	{Begin S4: Ppxxxiii[O6]; Ppxxxiv[O6]; Ppxxxix[O6]; Ppxli[O6]; N3pxliii[O6]; Ppxvii[O1]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Table 168. Controlling attributes Matrix 3 for “S4” supporting text continued

Internal Organizational Systems Attributes	
<b>4. Controlling</b>	
4.1.3 Legal 2	2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.275[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4
<b>4. Controlling</b>	
4.2. Corporate Culture Control	
4.2.1. Aggressive 1	{Begin S4: Ppxxxiii[O6]; Ppxxxiv[O6]; Ppxxxix[O6]; Ppxli[O6]; N3pxliii[O6]; Ppxvii[O1]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 169. Controlling attributes matrix 4 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.2.1 Aggressive 2	1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.75[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.3.3[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 170. Controlling attributes matrix 5 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.2.1 Aggressive 3	5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6] End S4}
4.2.2. Artifacts 1	{Begin S4: 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: See Table 6 for the data codes.

Table 171. Controlling attributes matrix 6 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.2.2 Artifacts 2	2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.3.3[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

*External organizational attributes: competitive aggression. Book X: The Book of Jihad*, supplements previous evidence on Islam’s enemies and who may be fought through armed aggression. Section 10.1.2 suggests the “jurists” from the four schools of Sunni Islamic Law (hereafter referred to as the jurists) unanimously agree that “all...polytheists” may be fought and Section 10.1.3 adds that “harm” may be inflicted “to property, life, or personal liberty, that is enslavement and ownership”; and the jurists further agree that “enslavement is permitted by way of consensus...for...men and women” regardless of age. This section also specifies that it is Imams who choose how to dispose of “prisoners of war” including “enslavement [and] execution”; although, some jurists suggest “it is not permitted to execute the prisoners” (pp. 454-461).

Section 10.1.3 also suggests:

There is no disagreement among the Muslims jurists that it is permitted in war to slay the male polytheists, who have attained puberty and are *waging war* [italics added]...there is no dispute among them that it is not permitted to slay minors or women, as long as they are not *waging war*. (p. 458)

Yet, “the most authentic opinion” among the Islamic legal scholars says that “all...categories” of non-Muslims may be killed or executed (pp. 458-459). The legal argument is based on Muhammad’s example where he killed non-Muslims because of their “disbelief” and, therefore, “it is necessary...that this cause be applied to all the non-believers” (p. 459). The jurists further agree that when conducting jihad artillery and military weapons may be used against buildings because they are legitimate targets, even if “women and children” are inside. However, if Muslims are inside, “the majority of the jurists” agree that artillery “should not be used” (p. 460).

Table 172. Controlling attributes matrix 7 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.2.3. Behavioral Patterns 1	{Begin S4: Ppxivii[O1]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.75[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 173. Controlling attributes matrix 8 for “S4” supporting text continued

4. Controlling	Internal Organizational Systems Attributes
4.2.3 Behavioral Patterns 2	4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6] End S {Begin S4: Ppxxxix[O6]; End S4}
4.2.4. Outcome Orientation	
4.2.5. Passive	{No evidence in S4}
4.2.6. Stability	{No Evidence in S4}
4.2.7. Strength	
4.2.7.1. Strong 1	{Begin S4: Ppxxxix[O6]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.



Table 174. Controlling attributes matrix 9 for “S4” supporting text continued

4. Controlling	Internal Organizational Systems Attributes
4.2.7.1 Strong 2	2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.75[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.3.3[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6]
	End S4}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2: 2: See Table 6 for the data codes.

Table 175. Controlling attributes matrix 10 for “S4” supporting text continued

4. Controlling	Internal Organizational Systems Attributes
4.2.7.2. Weak	{No Evidence in S4}
4.2.8. Team Orientation 1	{Begin S4: 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 176. Controlling attributes matrix 11 for “S4” supporting text continued

4. Controlling	Internal Organizational Systems Attributes
4.2.8 Team Orientation 2	4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6] End S4}
4.2.9. Values 1 (Organizational)	{Begin S4: Ppxviii[O1]; 1.1.1[O1]; 1.1.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6]; 1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6]; 1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6]; 1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2.2.1[O6]; 1.2.3.2.2.2[O1]; 1.2.3.2.2.3[O6]; 1.2.3.2.2.4[O6]; 1.2.3.2.2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3.4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 177. Controlling attributes matrix 12 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.2.9 Values 2 (Organizational)	2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.3.3[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6]; End S4}
4.2.10 Clan Control 1	{Begin S4: Ppxxxix[O6]; Ppxivii[O1]; 1.1.1[O1]; 1.1.2.2[O2]; 1.1.2.3[O6]; 1.1.2.4[O1]; 1.1.2.5[O1]; 1.1.2.6[O1]; 1.1.2.7[O1]; 1.1.2.8[O6]; 1.1.2.9[O6]; 1.1.2.10[O6]; 1.1.2.11[O6]; 1.1.2.12[O6]; 1.1.2.13.2[O6]; 1.1.2.13.3[O6]; 1.1.2.13.4[O6]; 1.1.2.13.5[O6]; 1.1.2.13.6[O6]; 1.1.2.13.7[O6]; 1.1.3[O6]; 1.1.3.1[O6]; 1.1.3.2[O6]; 1.1.3.3[O6]; 1.1.3.4[O6]; 1.1.3.5[O6]; 1.1.3.6[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 178. Controlling attributes matrix 13 for “S4” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling	
4.2.10	1.1.4.1[O6]; 1.1.4.2[O6]; 1.1.4.3[O6]; 1.1.4.4[O6]; 1.1.4.5[O6]; 1.1.4.6[O6];
Clan	1.1.4.7[O6]; 1.1.5[O6]; 1.1.5.1[O6]; 1.1.5.2[O6]; 1.1.5.3[O6]; 1.1.5.4[O6];
Control 2	1.2[O1]; 1.2.1.1[O1]; 1.2.1.2[O6]; 1.2.1.3[O6]; 1.2.1.4[O6]; 1.2.2[O6]; 1.2.2.1[O6]; 1.2.2.2[O6]; 1.2.3.1[O1]; 1.2.3.1.1[O1]; 1.2.3.1.2[O6]; 1.2.3.1.3[O6]; 1.2.3.2[O6]; 1.2.3.2.1[O1]; 1.2.3.2.2[O1]; 1.2.3.2..2.1[O6]; 1.2.3.2..2.2[O1]; 1.2.3.2..2.3[O6]; 1.2.3.2..2.4[O6]; 1.2.3.2..2.5[O6]; 1.2.3.2.2.6[O6]; 1.2.3.2.2.7[O6]; 1.2.3.2.3[O6]; 1.2.3.2.3.1[O6]; 1.2.3.2.3.2[O6]; 1.2.3.2.3.3[O6]; 1.2.3.2.3.4[O6]; 1.2.3.2.3.5[O6]; 1.3.1[O6]; 1.3.2[O6]; 1.3.3[O6]; 1.3.1.1[O6]; 1.3.1.2[O6]; 1.3.1.3[O6]; 1.3..4[O6]; 1.3.4.1[O6]; 1.3.4.2[O6]; 1.3.4.3[O6]; 1.3.5[O6]; 1.3.6[O6]; 1.3.6.1[O6]; 1.3.6.2[O6]; 1.3.4[O6]; 1.4[O6]; 1.4.1[O6]; 1.4.2[O6]; 1.4.2.1[O6]; 1.4.2.2[O6]; 1.4.2.3[O6]; 1.4.2.4[O6]; 1.4.2.5[O6]; 1.4.2.6[O6]; 1.4.2.7[O6]; 1.4.3[O6]; 1.4.4[O6]; 1.4.5[O6]; 1.4.6[O6]; 2.1.1[O1]; 2.1.2[O1]; 2.1.3[O1]; 2.1.4[O6]; 2.2[O6]; 2.2.1[O6]; 2.2.1.1[O1]; 2.2.1.1.1[O1]; 2.2.1.1.1.1[O6]; 2.2.1.1.1.2[O6]; 2.2.1.1.1.3[O6]; 2.2.1.1.1.4[O6]; 2.2.1.1.1.5[O6]; 2.2.1.1.2[O6]; 2.2.1.1.2.1[O6]; 2.2.1.1.2.2[O6]; 2.2.1.1.2.3[O6]; 2.2.1.2[O6]; 2.2.1.2.1[O6]; 2.2.1.2.2[O6]; 2.2.2[O6]; 2.2.2.1[O6]; 2.2.2.1.1[O6]; 2.2.2.1.2[O6]; 2.2.2.1.3[O6]; 2.2.2.1.4[O6]; 2.2.2.1.5[O6]; 2.2.2.2[O6]; 2.2.3[O6]; 2.2.3.1[O6]; 2.2.3.2[O6]; 2.2.4[O6]; 2.2.4.1[O6]; 2.2.4.1.1[O6]; 2.2.4.1.2[O6]; 2.2.4.1.3[O6]; 2.2.4.2[O6]; 2.2.5[O6]; 2.2.6[O6]; 2.2.7[O6]; 2.2.8[O6]; 2.3[O6]; 2.3.1[O6]; 2.3.1.1[O6]; 2.3.1.1.1[O6]; 2.3.1.1.2[O6]; 2.3.1.1.3[O6]; 2.3.1.1.4[O6]; 2.3.1.1.5[O6]; 2.3.1.1.6[O6]; 2.3.1.1.7[O6]; 2.3.1.1.8[O6]; 2.3.1.1.9[O6]; 2.3.1.2[O6]; 2.3.1.2.1[O6]; 2.3.1.2.2[O6]; 2.3.1.2.3[O6]; 2.3.1.2.4[O6]; 2.3.1.2.5[O6]; 2.3.1.2.6[O6]; 2.3.1.2.7[O6]; 2.3.1.2.8[O6]; 2.3.2[O6]; 2.3.2.1[O6]; 2.3.2.1.1[O6]; 2.3.2.1.2[O6]; 2.3.2.2[O6]; 2.3.2.2.1[O6]; 2.3.2.2.2[O6]; 2.3.2.2.3[O6]; 2.3.2.2.4[O6]; 2.3.2.2.5[O6]; 2.3.2.3[O6]; 2.3.2.3.1[O6]; 2.3.2.3.2[O6]; 2.3.2.3.3[O6]; 2.3.2.3.4[O6]; 2.3.2.3.5[O6]; 2.3.2.4[O1]; 2.3.2.4.1[O1]; 2.3.2.4.2[O1]; 2.3.2.5[O6]; 2.3.2.6[O6]; 2.3.2.7[O6]; 2.3.3[O6]; 2.3.3.1[O6]; 2.3.3.2[O6]; 2.3.3.3[O1]; 2.3.3.3.1[O6]; 2.3.3.3.2[O1]; 2.3.3.3.3[O6]; 2.3.3.3.4[O6]; 2.3.3.3.5[O6]; 2.3.3.4[O6]; 2.3.3.4.1[O6]; 2.3.3.4.2[O6]; 2.3.3.4.3[O6]; 2.3.3.4.4[O6]; 2.3.4[O6]; 2.3.4.1[O6]; 2.3.4.2[O6]; 2.3.4.2.1[O6]; 2.3.4.2.2[O6]; 2.3.4.2.3[O6]; 2.3.5[O6]; 2.3.6[O6]; 2.4[O6]; 2.4.1[O6]; 2.4.1.1[O6]; 2.4.1.2[O6]; 2.4.1.3[O6]; 2.4.1.4[O6]; 2.4.1.5[O6]; 2.4.1.6[O6]; 2.4.2[O6]; 2.4.2.1[O6]; 2.4.2.1.1[O4]; 2.4.2.1.1.1[O4]; 2.4.2.1.1.2[O6]; 2.4.2.1.2[O6]; 2.4.2.1.3[O6]; 2.4.2.1.3.1[O6]; 2.4.2.1.3.2[O6]; 2.4.2.1.3.3[O6]; 2.4.3[O6]; 2.4.3.1[O6]; 2.4.3.2[O6]; 2.4.3.3[O6]; 2.4.3.4[O6]; 2.4.3.5[O6]; 2.4.3.6[O6]; 3.1[O6]; 3.2[O6]; 3.3[O6]; 3.4[O6]; 3.5[O6]; 3.6[O6]; 3.6.1[O6]; 3.6.2[O6]; 3.6.3[O6]; 3.6.4[O6]; 3.6.5[O6]; 3.7[O6]; 3.8[O6]; 3.9[O6]; 4.1[O6]; 4.2[O6]; 4.2.1[O6]; 4.2.2[O6]; 4.2.3[O6]; 4.2.4[O6]; 4.2.4.1[O6]; 4.2.4.2[O6]; 4.2.4.3[O6]; 4.3[O6]; 4.4[O6]; 4.5[O6]; 4.5.1.1[O6]; 4.5.1.2[O6]; 4.5.1.3[O6]; 4.5.1.4[O6]; 4.5.1.5[O6]; 4.5.1.6[O6]; 4.5.1.7[O6]; 4.5.2[O6]; 4.5.3[O6]; 4.5.4[O6]; 4.5.5[O6]; 4.6[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.3.3[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2. 2: See Table 6 for the data codes.

Table 179. Controlling attributes matrix 14 for “S4” Supporting Tex continued

Internal Organizational Systems Attributes	
<b>4. Controlling</b>	
4.2.10 Clan Control 3	7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 9.1[O6]; 9.2[O6]; 9.2.1[O6]; 9.2.2[O6]; 9.2.3[O6]; 9.2.4[O6]; 9.2.4.1[O6]; 9.2.4.1.1[O6]; 9.2.4.1.2[O6]; 9.2.5[O6]; 9.2.6[O6]; 9.2.6.1[O6]; 9.2.6.2[O6]; 9.2.6.3[O6]; 9.2.7.1[O6]; 9.2.7.2[O6]; 9.2.7.3[O6]; 9.2.7.4[O6]; 9.2.8[O6]; 9.2.9[O6]; 9.2.10[O6]; 9.2.11[O6]; 9.3[O6]; 9.3.1[O6]; 9.3.2[O6]; 9.3.3[O6]; 9.3.4[O6]; 9.3.5[O6]; 9.3.6[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
<b>5. Internal Stakeholders</b>	
5.1. Employees	{No Evidence in S4}
5.2. Employee Groups	{No Evidence in S4}
5.3. Owners	{No Evidence in S4}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix 2. 2: See Table 6 for the data codes.

Table 180. External organizational systems attributes matrix 1 for “S4” Text

External Organizational Systems Attributes	
<b>6. Environments</b>	
6.1. Competitive	
6.1.1. Buyers & Suppliers 1	{Begin S4: Ppxxxix[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6];
6.1.2. Competitors 1	{No Evidence in S4}
6.1.3. Labor Market	{No Evidence in S4}
6.2. Macroenvironment	
6.2.1. Global	{No Evidence in S4}
6.2.2. Human Resource	{No Evidence in S4}
6.2.3. Legal and Regulatory	{Begin S4: Ppxxxix[O6]; End S4}
6.2.4. Macroeconomic	{No Evidence in S4}
6.2.5. Natural	{No Evidence in S4}
6.2.6. Political	

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix 2. 2: See Table 6 for the data codes.

Table 181. External organizational systems attributes matrix 2 for “S4” text continued

External Organizational Systems Attributes	
<b>6. Environments</b>	
6.2.6.1. International	{Begin S4: Ppxxxix[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6]; End S4}
6.2.6.2. National	{No Evidence in S4}
6.2.6.3. Regional	{No Evidence in S4}
6.2.7. Sociocultural 1	{Begin S4: 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
6.2.8. Technological	{No Evidence in S4}
<b>7. External Stakeholders</b>	
7.1. Customers	{No Evidence in S4}
7.2. Financial Community	{Begin S4: Ppxxxix[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6]; 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}
7.3. Government Agencies	{No Evidence in S4}
7.4. Regulatory Agencies	{No Evidence in S4}
7.5. Shareholders	{No Evidence in S4}
7.6. Trade Associations	{No Evidence in S4}
7.7. Unions	{No Evidence in S4}
<b>8. Media</b>	
8.1. International	{No Evidence in S4}
8.2. National	{No Evidence in S4}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.

Table 182. External organizational systems attributes matrix 3 for “S4” text continued

External Organizational Systems Attributes	
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin S4: Ppxxxix[O6]; 5.1[O1]; 5.1.1[O6]; 5.1.2[O6]; 5.1.3[O1]; 5.1.3.1[O1]; 5.1.3.2[O1]; 5.1.3.3[O6]; 5.1.3.4[O6]; 5.2[O6]; 5.3[O6]; 5.3.1[O6]; 5.3.1.1[O6]; 5.3.1.2[O6]; 5.3.1.3[O6]; 5.3.1.4[O6]; 5.3.1.5[O6]; 5.3.2[O6]; 5.3.2.1[O6]; 5.3.2.3[O6]; 5.33[O6]; 5.3.4[O6]; 5.3.5[O6]; 5.3.5.1[O6]; 5.3.5.2[O6]; 5.3.5.3[O6]; 5.3.6[O6]; 5.4[O6]; 5.4.1[O6]; 5.4.2[O6]; 5.4.3[O6]; 5.4.4[O6]; 5.4.5[O6]; 5.4.6[O6]; 5.4.7[O6]; 5.4.8[O6]; 5.5[O6]; 5.5.1[O6]; 5.5.1.1[O6]; 5.5.1.2[O6]; 5.5.2[O6]; 5.5.3[O6]; 6.1[O6]; 6.2[O6]; 6.3[O6]; 6.4[O6]; 6.5[O6]; 7.1.1.1[O1]; 7.1.1.2[O6]; 7.1.2.2[O6]; 7.1.1.1.2.3[O6]; 7.1.1.3[O6]; 7.1.1.3.1[O6]; 7.1.1.3.2[O6]; 7.1.1.3.3[O6]; 7.1.1.3.4[O6]; 7.1.1.3.5[O6]; 7.1.1.3.6[O6]; 7.1.1.3.7[O6]; 7.1.1.3.8[O6]; 7.1.1.3.9[O6]; 7.1.1.3.9.1[O6]; 7.1.1.3.9.2[O6]; 7.1.1.3.9.3[O6]; 7.1.1.3.9.4[O6]; 7.1.1.3.9.5[O6]; 7.1.1.3.9.6[O6]; 7.1.1.3.9.7[O6]; 7.2[O6] End S4}
9.2. Competitive Pacifications	{No Evidence in S4}
9.3. Public Relations	{No Evidence in S4}
9.4. Legal Action 1	{No Evidence in S4}
9.5. Political	{Begin S4: 10.1[O6]; 10.1.1[O6]; 10.1.2[O1]; 10.1.3[O1]; 10.1.4[O1]; 10.1.5[O1]; 10.1.6[O6]; 10.1.7[O6]; 10.2[O6]; 10.2.1[O6]; 10.2.2[O6]; 10.2.3[O6]; 10.2.3.1[O6]; 10.2.3.2[O6]; 10.2.3.3[O6]; 10.2.3.4[O6]; 10.2.4[O6]; 10.2.5[O6]; 10.2.6[O6]; 10.2.7[O6]; 10.2.7.1[O6]; 10.2.7.2[O6]; 10.2.7.3[O6]; 10.2.7.4[O6]; 10.2.7.5[O6]; 10.2.7.6[O6] End S4}

Notes: 1: Attribute numbers correspond with Table 9. Organizational Systems Attributes Crosswalk Matrix 3. 2: See Table 6 for the data codes.

### *Fifth Supporting Qur’anic Text*

al-Nawawi’s (d. 1277/2002) *Al-Maqasid: Nawawi’s Manual of Islam*, the fifth supplemental text analyzed, provides 1,261 data points indicating organizational planning, leading, organizing, controlling, and external environmental attributes (Tables 186-192). This case consists of one volume and 226 pages and further corroborates the evidence from the previous cases. Again, due to the volume of evidence accumulated in this study, only a limited discussion follows on selected evidence that provides a different viewpoint not previously discussed.



*Controlling attributes: bureaucratic legal and financial control.* This text explains that “for orthodox Muslims” there is “about 75%” agreement on the legal rulings from the four Schools of Law (Figure 2) providing “decisive proof for Sunni Muslims” on the interpretation of Islamic Law. Furthermore, the limited areas of disagreement are “accepted” by Muslims and stem from Muhammad’s “Companions” where the “four Imams of Sacred Law” (Hanifa, Malik, Shaf’i, and Hanbali) obtained the basis for their legal rulings. These rulings coupled with the widespread acceptance among Sunni Muslims form the foundation for “the unconquerable fortress of orthodox Islam” in current times (pp. x-xi). Discussing Zakat and its associated legal controls, Section 4.1.3 clarifies that children and adults are required to pay Zakat and regarding the authorized categories of Zakat recipients, it is clearly stated that non-Muslims may not receive any distribution of Zakat funds (p. 79).

*Controlling attributes: organizational values and expert power.* The author’s preface provides an example of the Islamic organizational mindset towards disbelievers where the “final outcome [of being Muslim] is to the pious, with enmity towards” non-Muslims (p. 3). Closely related to organizational values, Section 8.6.b provides a unique perspective on expert power and the reason Islamic scholars are different from ordinary Muslims in understanding Shari‘a. This section explains these scholars “have been endowed” with a special ability to comprehend in the intricacies of Islamic Law, unlike ordinary Muslims who do not have this ability (pp. 156-157). The remaining data from this text is repetitive of the data from the earlier cases and offers no additional perspectives to enhance the discussion. Tables 186-192 are provided to verify the evidence uncovered in this case.

Table 183. Leading attributes matrix 1 for “S5” supporting text

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.1. Communications	
1.1.1. Corporate Political Action Committees	{No Evidence in S5}
1.1.2. Formal	
1.1.2.1. Downward	{Begin S5: Papix[O1]; Pbpix[O1]; Pcpix[O1]; Papx[O1]; Pbpix[O1]; Papxi[O1]; Pbpixi[O1]; Ppxii[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.8[O1]; 1.12[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
1.1.2.2. Upward	{No Evidence in S5}
1.1.2.3. Horizontal	{No Evidence in S5}
1.1.3. Informal Grapevine	{No Evidence in S5}
1.1.4. Public Relations Policy	{No Evidence in S5}
1.2. Motivating Employees	{No Evidence in S5}
1.3. Organizational Decision-Making Characteristics	
1.3.1. Organizational Decision-Making Process	{Begin S5: 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1];

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 184. Leading attributes matrix 2 for “S5” supporting text continued

Internal Organizational Systems Attributes	
1. Leading (Influencing)	
1.3.1. Organizational Decision-Making Process 2	6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
1.3.2. Barriers to Decision Making	{Begin S5: 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
1.4. Sources of Power	
1.4.2. Coercive	{Begin S5: 1.12[O1] End S5}
1.4.3. Expert	{Begin S5: Papix[O1]; Pbpix[O1]; Pcpix[O1]; Papx[O1]; Pbpix[O1]; Papxi[O1]; Pbpxi[O1]; Ppxii[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.12[O1] End S5}
1.4.4. Legitimate	{Begin S5: Papix[O1]; Pbpix[O1]; Pcpix[O1]; Papx[O1]; Pbpix[O1]; Papxi[O1]; Pbpxi[O1]; Ppxii[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1] End S5}
1.4.5. Reward	{Begin S5: 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4] End S5}
1.4.6. Referent	{No Evidence in S5}

Notes: 1: Attribute numbers correspond with Table 7, Organizational Systems Attributes Crosswalk Matrix  
 1. 2: See Table 6 for the data codes.

Table 185. Planning and organizing attributes matrix for “S5” supporting text

Internal Organizational Systems Attributes	
<b>2. Planning</b>	
2.1. Vision	{Begin S5: 1.2[O1]; 1.3[O1]; 1.5[O1] End S5}
2.2. Mission	{Begin S5: 1.2[O1]; 1.3[O1]; 1.5[O1] End S5}
2.3. Strategic Planning	
2.3.1. Strategic Goals	{Begin S5: 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4] End S5}
2.3.2. Strategic Objectives	{Begin S5: 1.5[O1]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4] End S5}
<b>3. Organizing</b>	
3.1. Horizontal Structure	
3.1.1. Departmental Functional	{No Evidence in S5}
3.1.2. Divisional	
3.1.2.1. Customer	{No Evidence in S5}
3.1.2.2. Geographic	{No Evidence in S5}
3.1.2.3. Product	{No Evidence in S5}
3.1.3. Matrix	{No Evidence in S5}
3.2. Vertical Structure	
3.2.1. Authority	
3.2.1.1. Centralization of Authority 1	{Begin S5: Pbpix[O1]; Papx[O1]; Pbpix[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.12[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
3.2.1.2. Decentralization	{No Evidence in S5}
3.2.1.3. Delegation	{No Evidence in S5}
3.2.1.4. Line Authority	{No Evidence in S5}
3.2.1.5. Functional	{Begin S5: 3.23[O2] End S5}
3.2.1.6. Unity of Command	{No Evidence in S5}
3.2.1.7. Span of Control	{No Evidence in S5}

Notes: 1: Attribute numbers correspond with Tables 7-8, Organizational Systems Attributes Crosswalk Matrix 1, 2. 2: See Table 6 for the data codes.

Table 186. Controlling attributes matrix 1 for “S5” supporting text

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.1. Bureaucratic Control	
4.1.1. Audits	{No Evidence in S5}
4.1.2. Financial 1	{Begin S5: 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4] End S5}
4.1.3. Legal 1	{Begin S5: Papix[O1]; Pbpix[O1]; Pcpix[O1]; Papx[O1]; Pbpix[O1]; Papxi[O1]; Pbpixi[O1]; Ppxii[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.8[O1]; 1.9[O1]; 1.10[O1]; 1.10.1[O1]; 1.10.2[O1]; 1.11[O2]; 1.12[O1]; 1.12[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.13.a[O1] 8.14.b[O1] End S5}
4.2. Corporate Culture Control	
4.2.1. Aggressive 1	{Begin S5: 3.7[O1] End S5}
4.2.2. Artifacts	{Begin S5: 1.5[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 187. Controlling attributes matrix 2 for “S5” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.3. Behavioral Patterns 1	{Begin S5: Pbpix[O1]; Papx[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.8[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
4.2.4. Outcome Orientation	{Begin S5: Ppxxxix[O6]; 1.6[O1]; 7.5[O1]End S5}
4.2.5. Passive	{No evidence in S5}
4.2.6. Stability	{No Evidence in S5}
4.2.7. Strength	
4.2.7.1. Strong	{Begin S5: Pbpix[O1]; Papx[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
4.2.7.2. Weak	{No evidence in: P1-P9; A1-A3; S1-S5}
4.2.8. Team Orientation 1	{Begin S5: 3.14[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1];

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
2: 2: See Table 6 for the data codes.

Table 188. Controlling attributes matrix 3 for “S5” supporting text continued

Internal Organizational Systems Attributes	
4. Controlling (Evaluating)	
4.2.8. Team Orientation 2	3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
4.2.9. Values 1 (Organizational)	{Begin S5 Pbpix[O1]; Papx[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.8[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}
4.2.10 Clan Control 1	{Begin S5 Pbpix[O1]; Papx[O1]; 1.2[O1]; 1.3[O1]; 1.5[O1]; 1.5[O1]; 1.6[O1]; 1.8[O1]; 2.1[O1]; 2.2[O1]; 2.3[O1]; 2.5[O1]; 2.6[O3]; 2.7[O1]; 2.8[O1]; 2.9[O1]; 2.10[O1]; 2.11[O2]; 2.12[O1]; 2.13[O2]; 2.14[O4]; 2.15[O5]; 2.16[O4]; 2.17[O1]; 2.18[O1]; 2.19[O1]; 2.20[O2]; 2.21[O1]; 2.22[O1]; 2.23[O2]; 2.24[O1]; 2.25[O1]; 2.26[O1]; 2.27[O1]; 2.28[O1]; 2.29[O1]; 2.30[O5]; 3.1[O1]; 3.2[O1]; 3.3[O5]; 3.4[O2]; 3.5[O2]; 3.6[O6]; 3.7[O1]; 3.8[O1]; 3.9[O1]; 3.10[O1]; 3.11[O1]; 3.12[O2]; 3.13[O2]; 3.14[O1]; 3.15[O1]; 3.16[O2]; 3.17[O1]; 3.18[O2]; 3.19[O2]; 3.20[O1]; 3.21[O6]; 3.22[O2]; 3.23[O1]; 3.24[O1]; 3.25[O2]; 3.26[O2]; 3.27[O6]; 3.28[O1]; 3.29[O1]; 3.30[O1]; 3.31[O1]; 3.32[O1]; 3.33[O2]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4]; 5.1[O1]; 5.2[O1]; 5.3[O1]; 5.4[O1]; 5.1[O2]; 5.6[O5]; 5.7[O1]; 5.8[O1]; 5.9[O2]; 5.10[O2]; 6.1[O1]; 6.2[O1]; 6.3[O1]; 6.4[O1]; 6.5[O2]; 6.6[O1]; 6.7[O1]; 6.8[O5]; 6.9[O1]; 6.10[O5]; 7.5[O1]; 8.1[O1]; 8.1.1a[O1]; 8.5.a[O1]; 8.5.b[O1]; 8.5.c[O1]; 8.5.d[O1]; 8.5.e[O1]; 8.6.a[O1]; 8.6.b[O1]; 8.9.a[O1]; 8.14.b[O1] End S5}

Notes: 1: Attribute numbers correspond with Table 8, Organizational Systems Attributes Crosswalk Matrix  
 2. 2: See Table 6 for the data codes.

Table 189. Internal Stakeholders and External Attributes matrix for “S5” supporting text

Internal Organizational Systems Attributes	
5. Internal Stakeholders	
5.1. Employees	{No Evidence in S5}
5.2. Employee Groups	{No Evidence in S5}
5.3. Owners	{No Evidence in S5}
External Organizational Systems Attributes	
6. Environments	
6.1. Competitive	
6.1.1. Buyers & Suppliers 1	{No Evidence in S5}
6.1.2. Competitors 1	{No Evidence in S5}
6.1.3. Labor Market	{No Evidence in S5}
6.2. Macroenvironment	
6.2.1. Global	{No Evidence in S5}
6.2.2. Human Resource	{No Evidence in S5}
6.2.3. Legal and Regulatory	{Begin S5: Ppxxxix[O6] End S5}
6.2.4. Macroeconomic	{No Evidence in S5}
6.2.5. Natural	{No Evidence in S5}
6.2.6. Political	
6.2.6.1. International	{No Evidence in S5}
6.2.6.2. National	{No Evidence in S5}
6.2.6.3. Regional	{No Evidence in S5}
6.2.7. Sociocultural 1	{No Evidence in S5}
6.2.8. Technological	{No Evidence in S5}
7. External Stakeholders	
7.1. Customers	{No Evidence in S5}
7.2. Financial Community	{Begin S5: 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4] End S5}
7.3. Government Agencies	{No Evidence in S5}
7.4. Regulatory Agencies	{No Evidence in S5}
7.5. Shareholders	{No Evidence in S5}
7.6. Trade Associations	{No Evidence in S5}
7.7. Unions	{No Evidence in S5}
8. Media	
8.1. International	{No Evidence in S5}
8.2. National	{No Evidence in S5}
9. Influencing Corporate Environments	
9.1. Competitive Aggression	{Begin S5: 3.30[O1]; 4.1[O1]; 4.2[O1]; 4.3[O1]; 4.4[O1]; 4.5[O1]; 4.6[O1]; 4.7[O1]; 4.8[O1]; 4.9[O1]; 4.10[O1]; 4.12[O1]; 4.12[O1]; 4.13[O4] End S5}
9.2. Competitive Pacifications	{No Evidence in S5}
9.3. Public Relations	{No Evidence in S5}
9.4. Legal Action 1	{No Evidence in S5}
9.5. Political	{No Evidence in S5}

Notes: 1: Attribute numbers correspond with Tables 8-9, Organizational Systems Attributes Crosswalk Matrix 2, 3. 2: See Table 6 for the data codes.



## Summary

A description of the evidence was presented for Research Questions 1, 2, and 3 obtained from the nine volumes of the primary English translation of the Qur'an, the three alternate English translations, and the five supporting texts. This study analyzed 8,036 pages of text and obtained 33,171 pieces of evidence or data points with each data point representing a verse, sentence, single or multiple paragraphs, depending upon the text. Consequently, a “*rich, thick description*” of the overall case to explicate the findings (Cresswell, 2003, p. 196) was problematic. Considering the immense amount of data coupled with the significant duplication of data across the nine cases, a limited description of the data from the three alternate selections of the Qur'an and the five supporting texts were offered only when the information uncovered provided a different rather than a repetitive perspective. Research questions 4 through 9 are addressed in Chapter 5 during the emerging themes discussion to describe the themes that emerged from the data culminating in a description of the overall singular case to explicate the findings.

## CHAPTER 5. DESCRIPTION OF EMERGING THEMES

### Introduction

This chapter describes the themes that have emerged from the overall case study for Research Questions 1 and 3 through 9. The resulting themes are based on content from the 17 texts analyzed: nine volumes in the primary case textual analysis coupled with the triangulation from the eight additional case studies. A non-linear analytic circular approach was used in this fourth step of the “data analysis spiral” which relied heavily on how the data was categorically aggregated, as indicated in Tables 10-189. While a single data point may have provided the opportunity to utilize “direct interpretation” for the import of a singular reference, “categorical aggregation” was used to identify multiple instances where additional data across the nine cases provided mutually reinforcing support (Creswell, 1998, pp. 142-154). Table 190 displays the coding list indicating how the “strength” of the evidence was characterized.

Furthermore, organizational relationship patterns were identified to determine the connections across the organizational attributes to form a “naturalistic generalization” from the data analysis (Creswell, 1998, p. 54). The 81 discrete categories in the organizational attributes matrixes were collapsed into 7 categories to assist in understanding the organizational patterns and relationships identified in this study (Table 197). The seven categories are: closed-rational organizational system; leading through

legitimate authority; organizational planning vision; mission, goals, and objectives; vertical centralized control structure; and external competitive aggression which are addressed in Research Question 3, below.

Table 190. Code List Indicating Strength of Evidence

Quantity of Evidence (Data Points)	=	Strength of Evidence
1-49	=	very weak
50-99	=	weak
100-149	=	moderate
150-199	=	strong
> 200	=	very strong

Note: Depending upon the text analyzed, one data point can equate to a sentence, one or more paragraphs, or a Qur'anic verse, depending upon the content.

### Research Question 1

#### What Organizational Systems Perspective Best Describes Islamic Law?

The evidence very strongly indicates that Islamic Law is a closed-rational organizational system. It appears that the legal rulings, requirements, and prohibitions incumbent upon Muslims ensure Islamic Law remains a system closed to its external environment. The evidence is also very strong that Islamic Law is a rational system, that it is designed to accomplish specific organizational goals and objectives not chosen by its members but embedded into Islamic Law by its founder. As Scott (2003) postulates, this does not necessarily mean the organizational goals are rational because organizations can and do pursue irrational goals by rational means.

With only 104 data points from the analysis of the primary and alternate translations of the Qur'an, plus the first two supporting texts, there was only moderate

evidence regarding the closed-rational organizational systems nature of Islamic Law. The third, fourth, and fifth supporting texts, however, offered a different picture and provided significantly more evidence: 92.86% of the data were derived from these three texts indicating Islamic Law is a closed-rational organizational system. However, when viewing the nine individual cases from an overall singular case perspective, the 1,456 data points uncovered (Figure 4) provides very strong evidence that Shari‘a is a closed-rational organizational system.

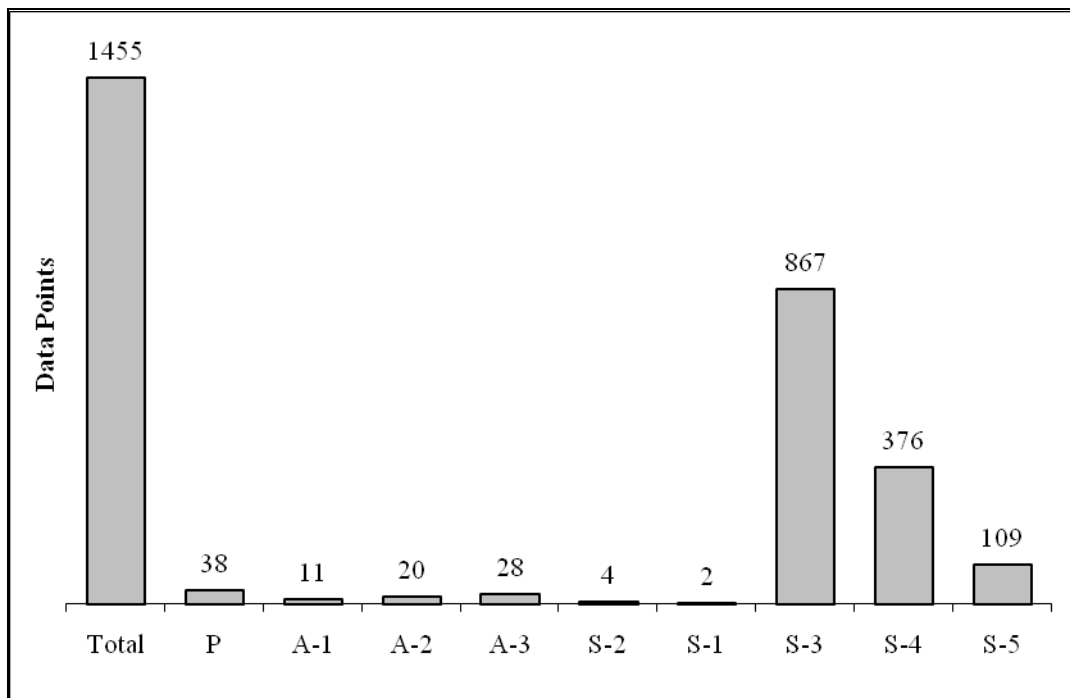


Figure 4. Case-ordered closed-rational organizational attributes data point summation displays the amount of evidence (data points) for the overall case and for the nine embedded cases that indicate Islamic Law is a closed-rational organizational system.

Table 191 provides a case-ordered perspective that there is very strong evidence from an overall singular case view that Islamic Law, and by extension Islam, are closed-rational organizational systems. The data moderately indicates that Islam’s organizational

vision is to establish global Islamic Monotheism and very strongly indicates its organizational mission is to fight non-Muslims until they are exterminated to ensure that only Allah will be worshiped throughout the world. Furthermore, there is strong evidence the following three strategic goals are embedded in Islamic Law:

1. Establish global Islamic Monotheism.
2. Establish Islam as the sole world religion.
3. Establish Shari‘a as the world’s preeminent meta-management structure and rule of law.

Table 191. Case-ordered organizational systems attributes crosswalk matrix

Closed-Open Attributes	Case	P	A1	A2	A3	S1	S2	S3	S4	S5
10. Closed-Rational System	■	○	○	○	○	○	○	■	■	—
11. Closed-Natural System	-	-	-	-	-	-	-	-	-	-
12. Open System Principles	○	-	-	-	-	○	○	-	-	-
12.1. Openness	-	-	-	-	-	-	-	-	-	-
12.2. Purposefulness	-	-	-	-	-	-	-	-	-	-
12.3. Counter-Intuitiveness	-	-	-	-	-	-	-	-	-	-
12.4. Emergent Property	-	-	-	-	-	-	-	-	-	-
12.5. Multi-Dimensionality	-	-	-	-	-	-	-	-	-	-
13. Open-Rational System	-	-	-	-	-	-	-	-	-	-
14. Open-Natural System	-	-	-	-	-	-	-	-	-	-

Key: Strength of evidence. ■=very strong; ■=strong; —=moderate; □=weak; ○=very weak; -=no evidence.  
 Note: Attribute numbers correspond with Table 9, Organizational Systems Attributes Crosswalk Matrix 3.

The data also very strongly indicate there are four organizational strategic objectives that Islamic leaders attempt to pursue to support the rational attainment of Islamic strategic goals. The four strategic objectives, three of which are financial in nature, are:

1. Eradicate all religions except Islam.
2. Enforce the payment of Zakat (mandatory Islamic “charity) from Muslims.

3. Enforce the payment of Jizya (non-Muslims poll tax) from non-Muslims living in Muslim-ruled countries.
4. Receive the financial benefit (war booty) from conquering non-Muslim nations.

Figure 5 provides the summation of the organizational planning attributes discovered in this case study.

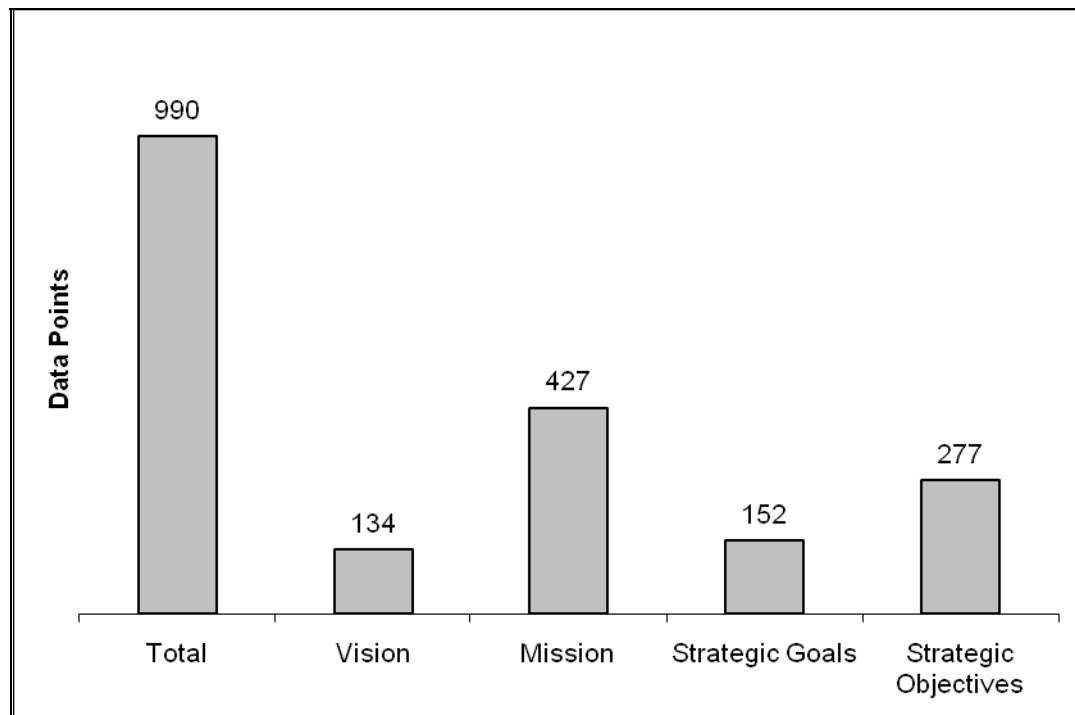


Figure 5. Organizational planning attributes summation

The evidence very strongly demonstrates that Islamic Law stifles critical analysis of Islam and Shari‘a. Islamic Law forbids Muslims from making changes or introducing new ideas into Islam or Islamic Law, warns Muslims not to believe anything not sanctioned by Shari‘a, prohibits contradicting the teachings of Muhammad, and suppresses intellectual debate about Islam. Moreover, leaving Islam, defined as apostasy,

is an offense punishable by death and the killers are told they will receive eternal reward from Allah. Included in the definition of apostasy is vilifying Muhammad and denying verses in the Qur'an. Characterizing Islamic Law as a closed-rational organizational system is very strongly supported by the evidence.

### Research Question 3

#### What Organizational Attributes Describe Islamic Law?

There is very strong evidence of leading, planning, organizing and controlling attributes embedded in Islamic Law. To address this question, the analysis was divided into five sections covering the internal leading, planning, organizing, and controlling (evaluating and monitoring) attributes plus the external organizational systems attributes of external environments, external stakeholders, media, and the attributes of influencing external corporate environments. Subsequent to this analysis, the organizational attributes were collapsed into six categories to provide an improved understanding of the interrelationships across those attributes.

#### *Internal Organizational Attributes: Leading*

The evidence is very strong for seven leading attributes embedded in Islamic Law and the evidence is either inconclusive or nonexistent for the remaining attributes of organizational leadership (Table 192). The seven organizational leading attributes are downward communication (addressed in the discussion for Research Question 8, below), employee motivation, organizational decision-making characteristics, barriers to organizational decision making, and three sources of organizational power. Figure 6 displays the leading attributes uncovered from a cross-case perspective.

*Organizational power.* Figure 7 displays the types of leadership power the data indicate are embedded in Shari‘a and the evidence is very strong that organizational legitimacy is the primary source of power for Islamic Leaders. Legitimacy coupled with expert power attributes account for 69.9% of the evidence indicating the sources of power in Shari‘a. Considering Shari‘a’s mandates for abject obedience to Islamic leaders and its prohibitions against questioning Islamic leaders’ rulings in Islamic jurisprudence, the evidence is also very strong that significant barriers to organizational decision making exists. This is especially true when one considers the import of the Arabic term “adab” which essentially tells Muslims they must understand their place in the Islamic organizational hierarchy and subject themselves to the rulings of their leaders. Characterizing Islamic leadership as based on organizational legitimacy coupled with significant expertise in Islamic jurisprudence is very strongly supported by the evidence.

*Internal organizational attributes: planning*

The organizational planning attributes were discussed in this chapter’s introduction and no further elaboration is required. Table 193 is presented to demonstrate the strength of the evidence for the organizational vision, mission, and strategic planning attributes and Figure 8 displays the quantity of evidence uncovered from a cross-case perspective.



Table 192. Case-ordered leading (influencing) attributes crosswalk matrix

1. Leading (Influencing)	Case	P	A1	A2	A3	S1	S2	S3	S4	S5
1.1. Communications										
1.1.1. Corporate Political Action Committees										
	-	-	-	-	-	-	-	-	-	-
1.1.2. Formal										
1.1.2.1. Downward	■	○	○	—	○	○	■	■	—	
1.1.2.2. Upward	-	-	-	-	-	-	-	-	-	-
1.1.2.3. Horizontal	-	-	-	-	-	-	-	-	-	-
1.1.3. Informal Grapevine	-	-	-	-	-	-	-	-	-	-
1.1.4. Public Relations Policy	-	-	-	-	-	-	-	-	-	-
1.2. Motivating Employees	■	○	○	○	○	-	○	■	■	—
1.3. Organizational Decision-Making Characteristics										
1.3.1. Organizational Decision-Making Process										
	■	○	○	○	-	○	■	■	—	
1.3.2. Barriers to Decision Making										
	■	○	○	○	○	○	■	■	■	
1.4. Sources of Power										
1.4.1. Coercive	○	○	○	○	○	-	-	○	○	○
1.4.2. Expert	■	■	○	○	-	○	□	□	○	
1.4.3. Legitimate	■	—	□	□	■	-	○	■	-	○
1.4.4. Reward	■	-	○	○	■	-	○	■	-	○
1.4.5. Referent	-	-	-	-	-	-	-	-	-	-

Key: Strength of evidence. ■=very strong; ■=strong; —=moderate; □=weak; ○=very weak; -=no evidence.  
 Note: Table 190 provides a coding list for identifying the relative strength of the evidence.

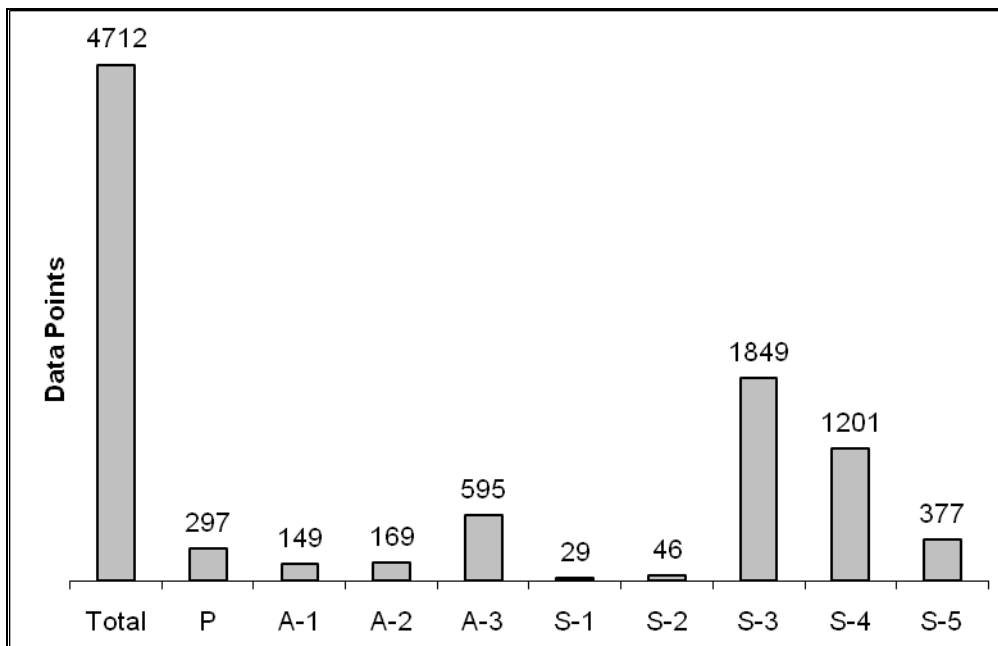


Figure 6. Cross-case leading attributes data point summation

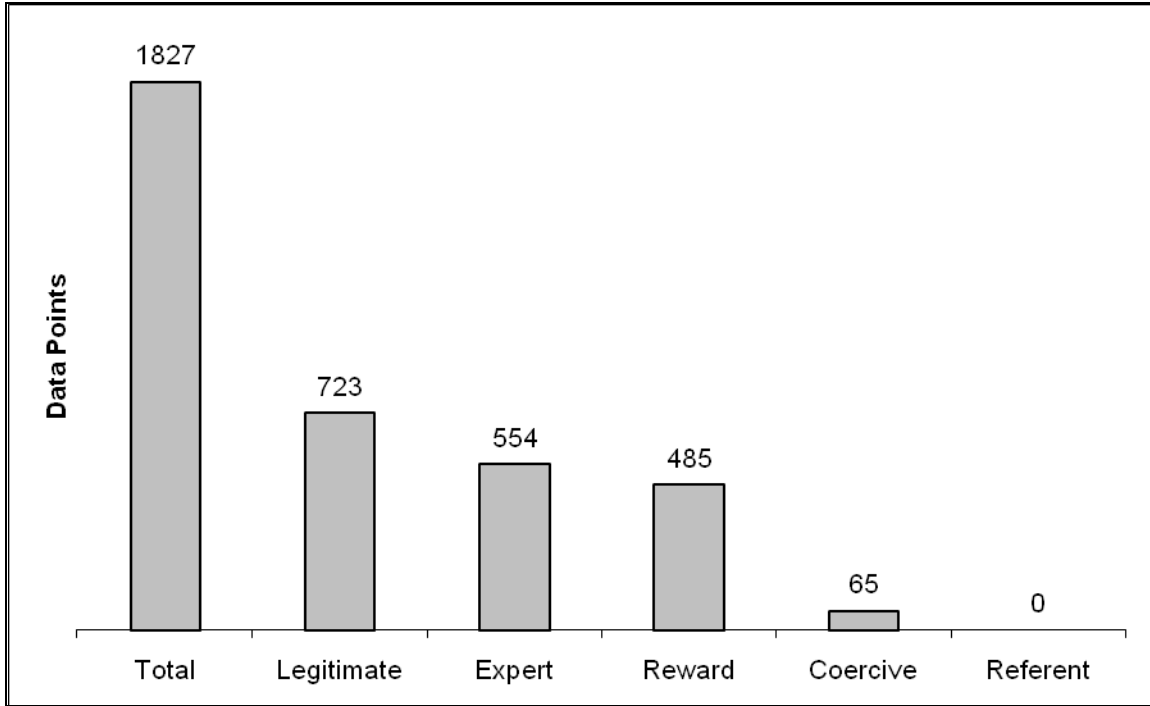


Figure 7. Sources of leadership power in Shari'a displays the number of data points for the four types of leadership power discovered for the overall singular case.

Table 193. Case-ordered planning attributes crosswalk matrix

2. Planning	Case	P	A1	A2	A3	S1	S2	S3	S4	S5
2.1. Vision	—		○	○	○	○	○	○	○	○
2.2. Mission	■	—	□	○	—	○	○	○	○	○
2.3. Strategic Planning										
2.3.1. Strategic Goals	■	○	○	○	○	-	○	○	□	○
2.3.2. Strategic Objectives	■	○	○	○	○	○	○	—	□	○

Key: Strength of evidence. ■=very strong; ■=strong; —=moderate; □=weak; ○=very weak; -=no evidence.  
 Note: Table 190 provides a coding list for identifying the relative strength of the evidence.

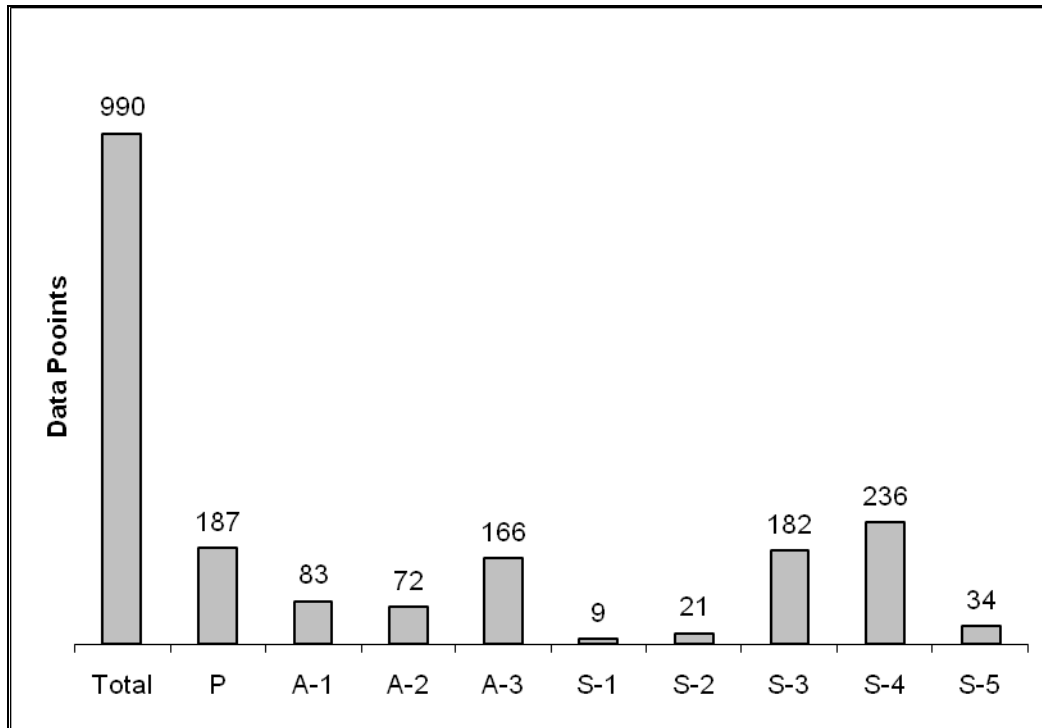


Figure 8. Cross-case planning attributes matrix data point summation

#### *Internal Organizational Attributes: Organizing*

The evidence very strongly indicates that Shari‘a has an embedded vertical structure and relies on a centralization of authority or command and control in its organizational structure. The evidence was either inconclusive or nonexistent regarding other organizational organizing attributes. Table 194 presents the strength of the evidence identified from a case-ordered perspective and Figure 9 displays the quantity of evidence uncovered from a cross-case perspective.

One thousand five hundred and thirty four evidentiary data points were identified indicating Islamic Law fosters a centralized command structure. Under Shari‘a, Imams are regarded as having an ability to understand the intricacies of Shari‘a that ordinary Muslims do not possess and, therefore, the Imams must be followed and obeyed.

Additional examples of attributes suggesting centralized authority include the requirement for Muslims to follow all of the rules of Islamic Law and the requirement to follow Islamic leaders' rulings, even if ordinary Muslims do not like the orders, including the requirement to participate in jihad. In addition, Muslims are required to obey their Imams in all aspects of their lives and the evidence very strongly indicates Islamic Law inculcates a "slave mentality" in Muslims.

*Internal Organizational Attributes: Controlling (Evaluating And Monitoring)*

Approximately 56% of the evidence uncovered in this study (Figure 10) represents internal organizational controlling attributes or mechanisms on how Islamic Law ensures that Muslims adhere to its prescriptions and proscriptions. Bureaucratic, corporate cultural control and strength of the organizational culture were the three categories of controlling attributes identified. Within these three categories there is very strong evidence of 10 organizational controlling attributes, displayed in Figure 11, which provides the quantity of organizational controlling evidence uncovered from a cross-case perspective. Table 195 provides a case-ordered perspective on the strength of the controlling evidence identified.

*Controlling (evaluating and monitoring): aggressive organizational control.* Very strong evidence exists that Islamic Law provides extremely aggressive organizational controls (Figure 11 and Table 195) to enforce Islamic shared values and beliefs globally. The evidence shows that the organizational controls span the full spectrum of secular and non-secular human behavior ranging from personal, business, and governmental public actions to the most intimate aspects of interactions between husbands and wives. Furthermore, the evidence is very strong that Islamic Law prescribes severe punishment,

including death, for Muslims who violate Shari‘a. Punishments for violating mandatory prayers, committing illegal sexual intercourse, disobeying husbands, taking disbelievers as friends, leaving Islam, and failing to support jihad can be extreme. For example, married men and women are executed for committing adultery and women have additional controls not imposed upon men.

Table 194. Case-ordered organizing attributes crosswalk matrix

3. Organizing	Case	P	A1	A2	A3	S1	S2	S3	S4	S5
3.1. Horizontal Structure										
3.1.1. Departmental Functional	○	○	○	○	○	-	-	○	-	-
3.1.2. Divisional		-	-	-	-	-	-	-	-	-
3.1.2.1. Customer	-	-	-	-	-	-	-	-	-	-
3.1.2.2. Geographic	-	-	-	-	-	-	-	-	-	-
3.1.2.3. Product	-	-	-	-	-	-	-	-	-	-
3.1.3. Matrix	-	-	-	-	-	-	-	-	-	-
3.2. Vertical Structure										
3.2.1. Authority										
3.2.1.1. Centralization of Authority	■	○	○	○	○	○	○	■	■	■
3.2.1.2. Decentralization of Authority	○	○	-	-	-	-	-	○	○	-
3.2.1.3. Delegation of Authority	○	○	-	-	-	-	-	-	○	-
3.2.1.4. Line Authority	○	○	-	-	-	-	-	○	-	-
3.2.1.5. Functional	○	-	-	-	-	-	-	-	○	-
3.2.1.6. Unity of Command	-	-	-	-	-	-	-	-	-	-
3.2.1.7. Span of Control	○	-	-	-	-	-	-	○	-	-

Key: Strength of evidence. ■=very strong; ■=strong; —=moderate; □=weak; ○=very weak; -=no evidence. Note: Table 190 provides a coding list for identifying the relative strength of the evidence.

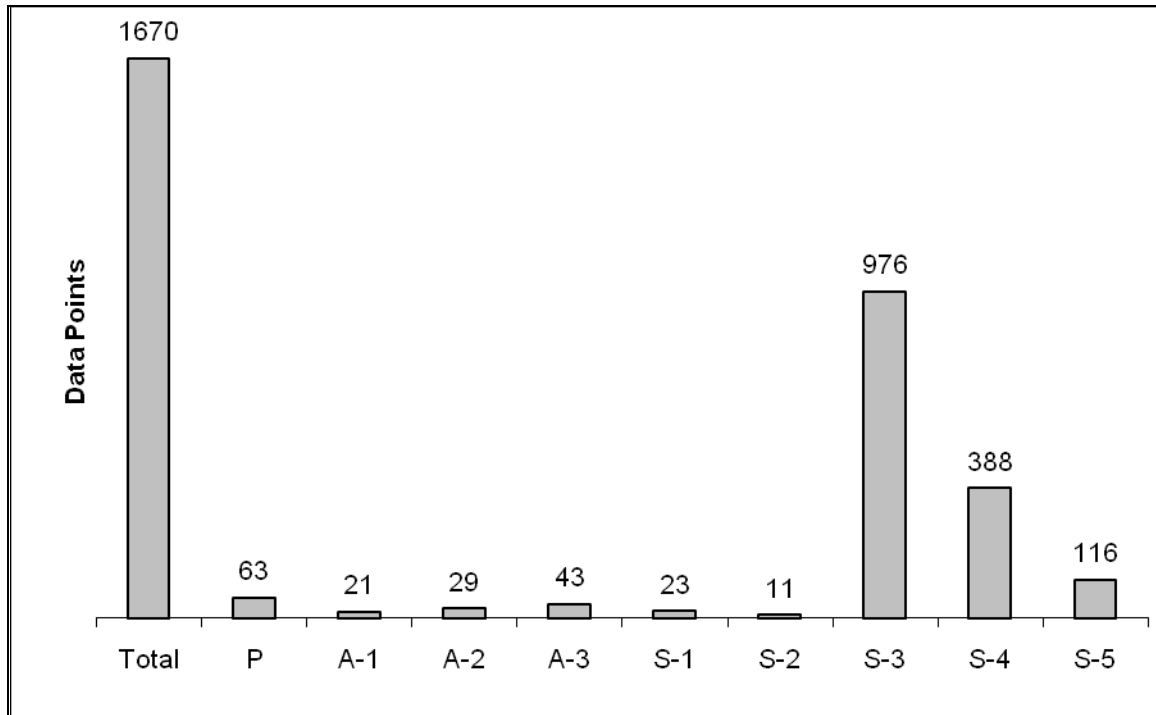


Figure 9. Cross-case organizing attributes matrix data point summation

Muslim women have very specific legal prohibitions on what they cannot do when menstruating. Islamic Law sanctions male dominance over women: women must obey their fathers, guardians, or husbands depending upon their circumstances. Married women may not leave their homes and travel without their husbands' permission and have no option but to follow their husbands' demands concerning sexual intercourse. The evidence demonstrates that Islamic Law sanctions spousal rape and statutory rape (from a Western perspective) of underage girls. Shari'a authorizes Muslim men to take prepubescent girls as wives.

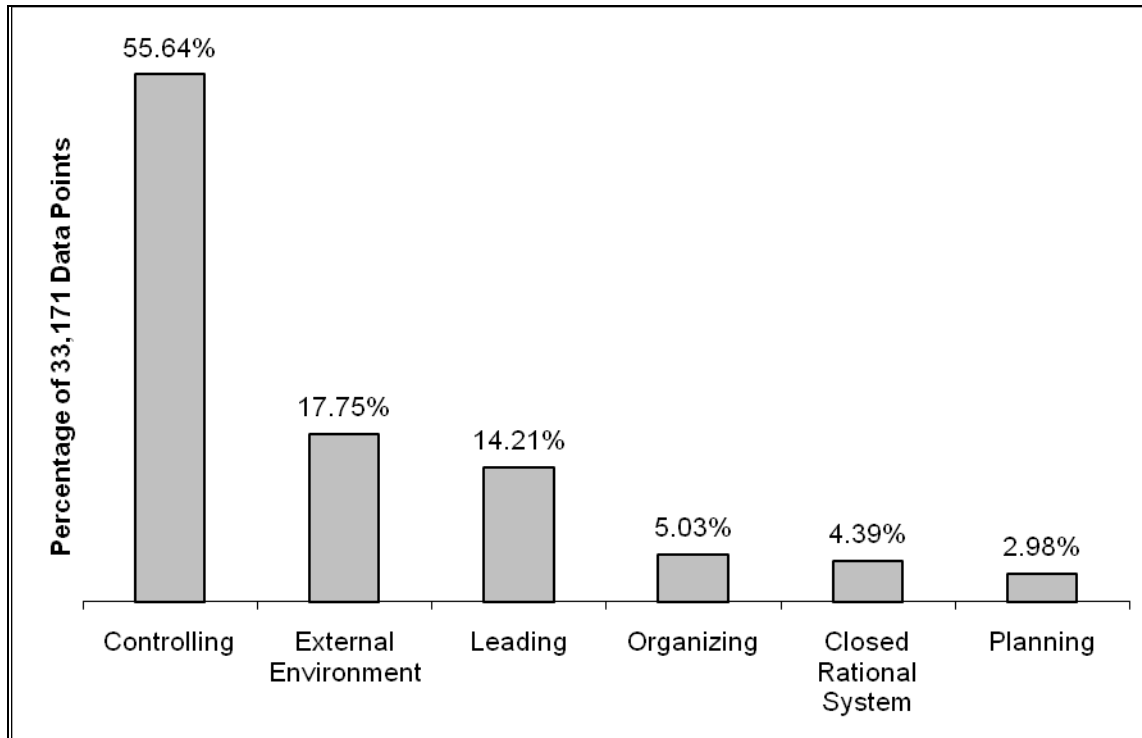


Figure 10. Percent of total evidence by organizational attribute

Very strong evidence demonstrates that Shari‘a deals harshly with Muslims who leave Islam. Muslims who convert to another religion are considered apostates and must be killed. Islamic Law provides controls for Muslims who fail to support jihad being judged hypocrites. The evidence shows that Imams are obligated to kill any Muslim who declares that they do not need to obey Islamic Law. Consequently, characterizing Islamic Law as possessing extremely aggressive internal organizational controls is very strongly supported by the evidence.

*Controlling (evaluating and monitoring): cultural artifacts.* Very strong evidence suggests (Figure 11 and Table 195) that Shari‘a supports the maintenance of the Islamic culture developed by Muhammad through the visible and invisible cultural artifacts in Islamic Law. The Qur’an, Sunna, hadiths, and Pillars of Islam are four examples. The

Book of Zakat, the five daily prayers and weekly congregational prayer, Mecca, Ramadan, and participating in the Hajj are further examples. Holding Muhammad to be the ideal human being, the Arabic language, jihad, and strict dress codes are additional examples.

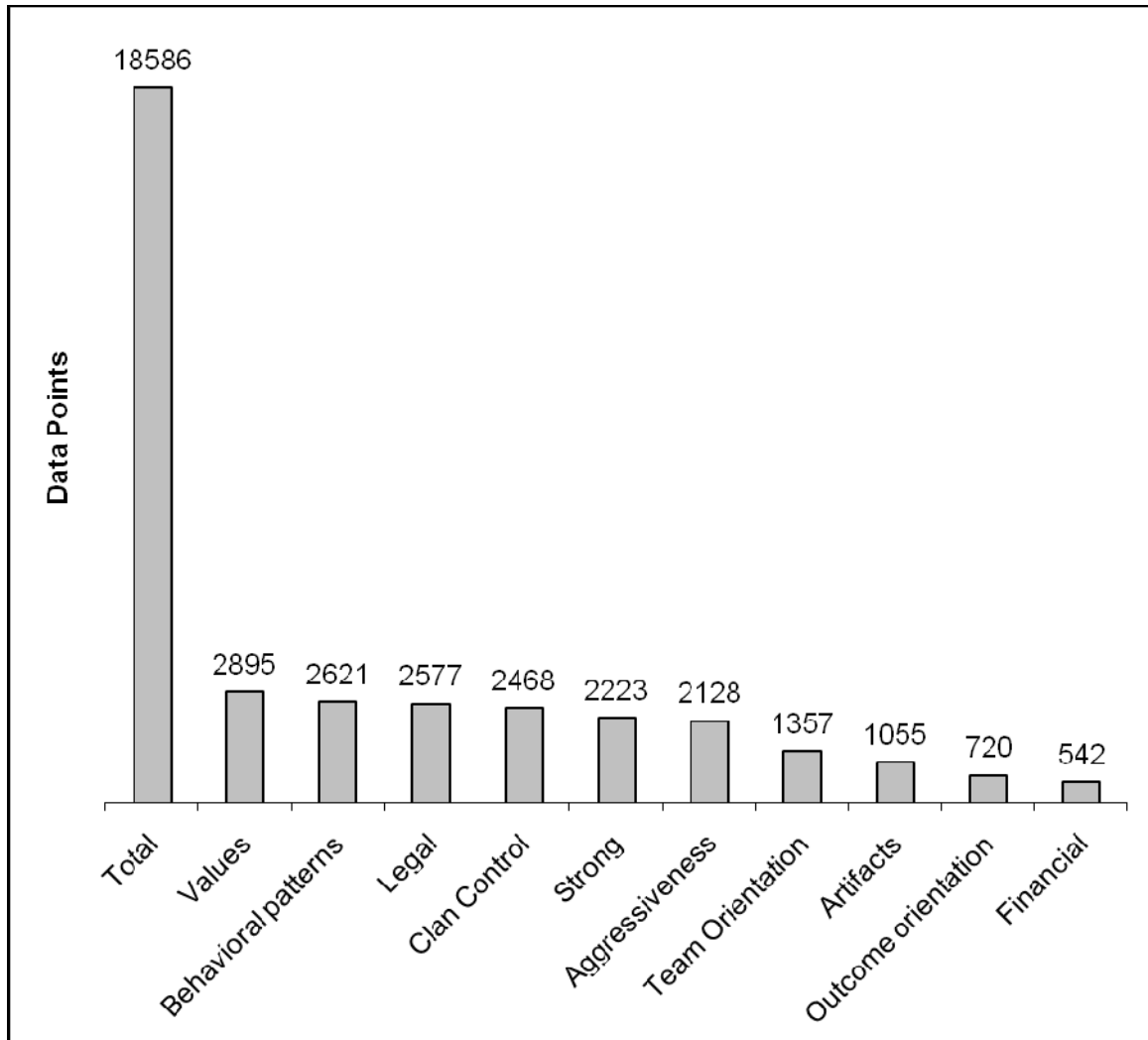


Figure 11. Organizational controlling (evaluating and monitoring) attributes summation



Table 195. Case-ordered controlling attributes matrix

4. Controlling (Evaluating)	Case	P	A1	A2	A3	S1	S2	S3	S4	S5
4.1. Bureaucratic Control										
4.1.1. Audits	-	-	-	-	-	-	-	-	-	-
4.1.2. Financial	■	○	○	○	○	○	○	■	□	○
4.1.3. Legal	■	□	○	□	□	○	○	■	■	—
4.2. Corporate Culture Control										
4.2.1. Aggressive	■	□	○	○	○	○	○	■	■	○
4.2.2. Artifacts	■	○	○	○	□	○	○	■		○
4.2.3. Behavioral Patterns (Ethics)	■	□	○	□	—	○	○	■	■	—
4.2.4. Outcome Orientation	■	■	○	□	□	○	○	■	○	○
4.2.5. Passive	○	○	○	○	○	-	-	-	-	
4.2.6. Stability	-	-	-	-	-	-	-	-	-	-
4.2.7. Strength										
4.2.7.1. Strong	■	—	○	○	—	○	○	■	■	—
4.2.7.2. Weak	-	-	-	-	-	-	-	-	-	-
4.2.8. Team Orientation	■	○	○	○	○	-	○	■	■	—
4.2.9. Values (Organizational)	■	—	□	□	■	○	○	■	■	—
4.2.10. Clan Control	■	—	○	○	○	○	○	■	■	—

Key: Strength of evidence. ■=very strong; ■=strong; —=moderate; □=weak; ○=very weak; -=no evidence. Note: Table 190 provides a coding list for identifying the relative strength of the evidence.

*Controlling (evaluating and monitoring): behavioral patterns/ethics.* This section is addressed in the discussion for Research Question 9, below, “What Type of Business Ethics Does Islamic Law Direct for Islamic Organizations?”

*Controlling (evaluating and monitoring): outcome orientation.* The evidence is very strong (Figure 11 and Table 195) that the primary organizational outcome being promised to Muslims by Islamic leaders is living in Paradise for eternity if they obey Allah, Muhammad, and follow Islamic Law. For Muslim men, they are assured their reward will be living in eternity endowed with the virtue of constant erections and being with perpetual virgins. Muslims are further promised that being killed during Jihad gives them the highest possible reward that Muslims can receive. Establishing global Islamic

Monotheism and Allah's punishment of infidels are additional organizational outcomes supported by the evidence.

*Controlling (evaluating and monitoring): cultural strength.* The evidence very strongly indicates (Figure 11 and Table 195) that strictly adhering to Islamic Law, following Muhammad's teachings, and obeying Imams are organizational cultural norms. Shair'a's precept for Muslims to command the good and forbid the wrong ensures the Islamic culture retains its organizational strength as does the requirement for abject obedience. The legal requirement to invite others to convert to Islam, follow the five Islamic principles, and believe in the six Articles of Faith or be killed is further evidence of a very strong Islamic culture. Cultural control over seemingly insignificant personal issues like the acceptable use of dogs and horses; the rules for personal hygiene, marital sexual intercourse, entertaining guests, and dress codes; and the prohibitions against pictures of animate life, music, and the use of hair wigs provide additional evidence of a very strong organizational culture.

*Controlling (evaluating and monitoring): team orientation.* Very strong evidence (Figure 11 and Table 195) suggests Islamic Law exhibits organizational control through strong team orientation. In addition to being sincere and true to other Muslims, Shari'a requires Muslims to be brothers to other Muslims and forbids them from killing each other; yet, murdering non-Muslims is encouraged. Muslims are prohibited from taking non-Muslims as friends and proscribed from investigating, spying, looking for faults in believers, or listening in on other Muslims' conversations.

*Controlling (evaluating and monitoring): organizational values.* The primary organizational values are very strongly supported by the evidence (Figure 11 and Table

195) are derived from the elements of being a sincere Muslim. The four elements are: first, obey Allah, follow Shari'a, and fight in jihad; second, obey Muhammad and after his death, continue fighting non-Muslims until Islamic Monotheism is established; third, obey Islamic leaders; and, fourth, command the good and forbid the wrong to other Muslims and non-Muslims. In addition to obeying Muhammad, emulating his words and actions in all aspects of his life is an additional organizational value. This includes emulating the manner in which he washed himself for prayer and how he prayed, fought, and beheaded his enemies (non-Muslims), the direction he faced when defecating outdoors, his aggressive mentality and hatred toward non-Muslims, and his prescriptions to force non-Muslims to adhere to Islamic Law. Violent aggression towards non-Muslims in order to establish Islamic Monotheism is very strongly supported by the evidence as is the concept of once a Muslim, always a Muslim evidenced by the requirement to murder Muslims who leave Islam.

*Controlling (evaluating and monitoring): clan control.* Very strong evidence exists (Figure 11 and Table 195) demonstrating how Islamic Law uses clan control to ensure organizational and individual values remain consonant thereby maintaining a strong culture closed to its external environment. Islamic Law legally sanctions intimidation, violence, and murder when Muslims command the good and forbid the wrong to ensure Muslims strictly follow and do not violate Shari'a's precepts. Sociocultural restrictions, additional limitations on women, manners of dress, definitions of male and female nakedness, and the legal encouragement to murder ex-Muslims are examples of the types of clan control Muslims force on each other.

*External Organizational Attributes*

There are 5,889 data points (Figure 12) providing very strong evidence (Table 196) that indicate Islamic Law directs its leaders to prevent external forces from influencing Islam and to ensure the organization remains unchanged. Of the 20 external attributes discovered (Figure 13), 42.2% of the evidence exists in three external attributes: influencing the corporate environment through competitive aggression (16.2%), sociocultural values (15.5%), and influencing the corporate environment through public relations (10.6%).

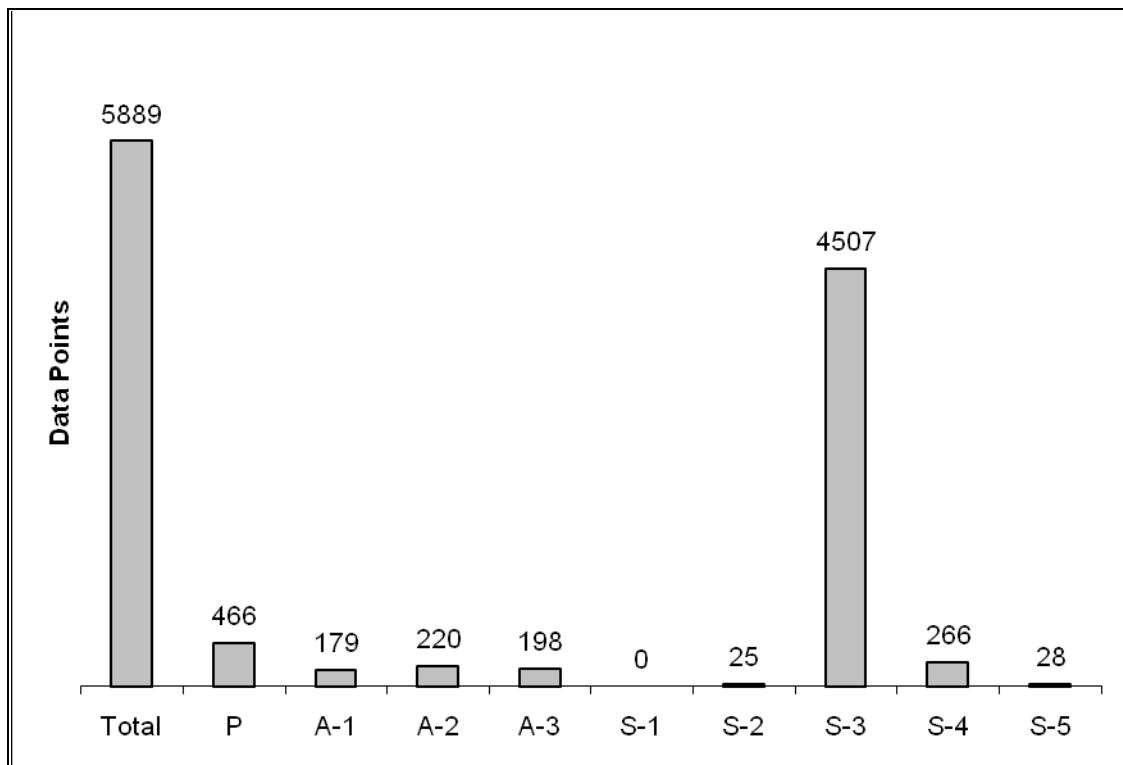


Figure 12. Cross-case external environmental attributes data point summation

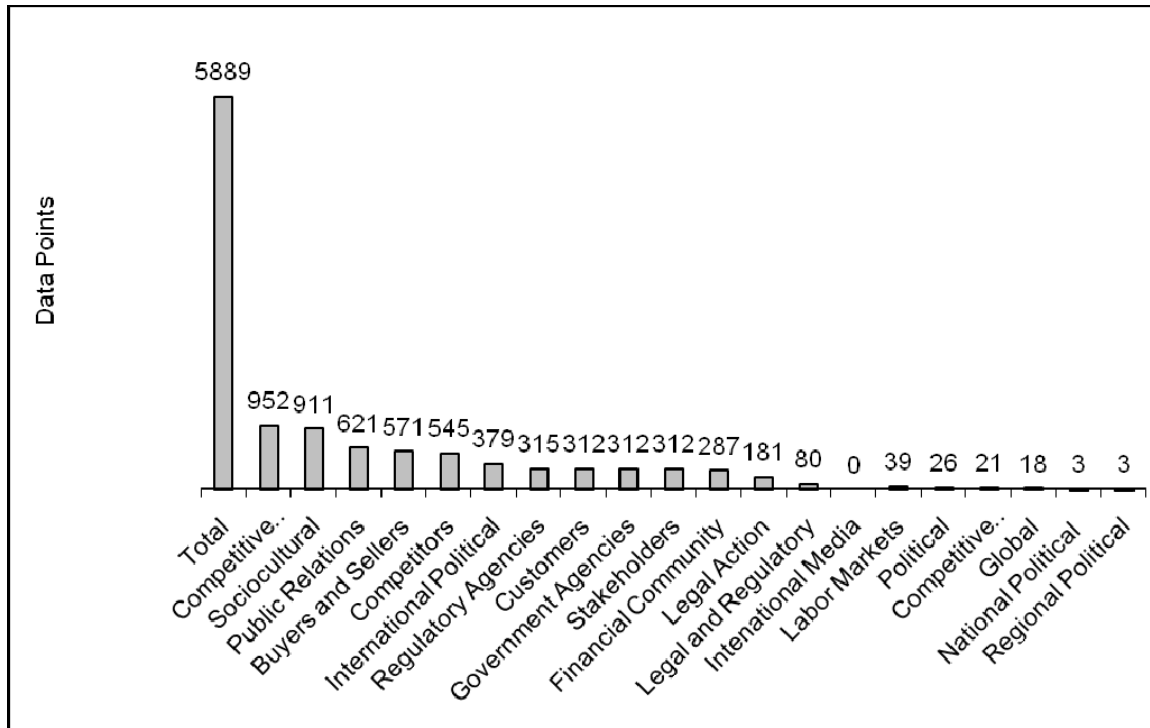


Figure 13. External environmental attributes

*External organizational attributes: influencing organizational environment through competitive aggression.* The evidence very strongly indicates (Table 196) that Islamic Law attempts to influence the external environment through competitive or armed aggression by calling its citizens to participate in jihad against those who wage war against Islam. Very strong evidence demonstrates that the definition of waging war against Islam is simply to be a non-Muslim, believe in a god other than Allah, and refuse to be subject to Islamic Law. Killing non-Muslims by participating in jihad, which is a communal and personal obligation for Muslims, is Shari'a's prescribed method for the Islamic nation to establish and expand Islam.

*External organizational attributes: sociocultural values.* Very strong evidence exists (Table 197) that Islamic Law projects its sociocultural and international political

values on non-Muslim nations. It advises non-Muslim nations that Islam is superior to all world religions and that Islamic Law is required to be the rule of law in all nations ensuring all humans eventually become subjects of the Islamic nation and adhere to Shari‘a’s sociocultural values.

*External organizational attributes: influencing the organizational environment through public relations.* In concert with influencing the external environment through armed aggression, very strong evidence exists (Table 196) that public relations is the second part of the of the dyad on the primary means Islamic Law attempts to influence its environment. The evidence very strongly demonstrates that the public relations message is clear: all nations must convert to Islam or face armed aggression and forced conversion or death.

### *Research Question 3 Summary*

Condensing the 82 discrete categories in the organizational attributes matrixes into 6 categories improves the insight and understanding of the organizational patterns and relationships identified in this study. The data provides strong evidence that the 82 organizational attributes are closely intertwined as represented in the seven categories evident in Table 197, regardless of how the data is examined and interpreted. For example, Muslims must be in a position of legitimate authority (e.g., Imams) to interpret Islamic Law and lead the Muslim community. Outside influences or ideas are prohibited from being introduced into Islam and Shari‘a coupled with the organizational vision to establish Islamic Monotheism globally indicates the relationship to the “closed-rational organizational system” category.

The relationship to “centralized control” is shown by the requirement for Muslims to follow Imams and to limit their questioning of Imams’ orders to the point of abject obedience including the requirement to participate in jihad if directed by their Imams (external competitive aggression). Finally, the aggressive internal organizational control Islamic Law imposes on Muslims, including the penalty of death if certain aspects of Shari‘a are violated, like leaving the Islamic faith, demonstrates how the “internal organizational control” category relates to the other six categories.

Table 196. Case-ordered external organizational attributes matrix

		External Organizational Systems Attributes									
6. Environments		Case	P	A1	A2	A3	S1	S2	S3	S4	S5
6.1. Competitive											
	6.1.1. Buyers & Suppliers	■	○	○	○	○	-	○	■	○	-
	6.1.2. Competitors	■	-	○	○	○	-	○	■	-	-
	6.1.3. Labor Market	○	-	-	-	-	-	-	○	-	-
6.2. Macroenvironment											
	6.2.1. Global	○	○	○	○	○	-	-	○	-	-
	6.2.2. Human Resource	-	-	-	-	-	-	-	-	-	-
	6.2.3. Legal and Regulatory	■	○	○	○	-	-	-	□	○	○
	6.2.4. Macroeconomic	○	-	-	-	-	-	-	○	-	-
	6.2.5. Natural	-	-	-	-	-	-	-	-	-	-
	6.2.6. Political										
	6.2.6.1. International	■	□	○	□		-	-	■	○	-
	6.2.6.2. National	○	-	-	-	-	-	-	○	-	-
	6.2.6.3. Regional	○	-	-	-	-	-	-	○	-	-
	6.2.7. Sociocultural	■	○	○	○	-	-	-	■	○	-
	6.2.8. Technological	-	-	-	-	-	-	-	-	-	-
7. External Stakeholders											
	7.1. Customers	■	-	-	-	-	-	-	■	-	-
	7.2. Financial Community	■	○	-	○	○	-	-	■	□	○
	7.3. Government Agencies	■	-	-	-	-	-	-	■	-	-
	7.4. Regulatory Agencies	■	-	-	-	-	-	-	■	-	-
	7.5. Stakeholders	■	-	-	-	-	-	-	■	-	-
	7.6. Trade Associations	-	-	-	-	-	-	-	-	-	-
	7.7. Unions	-	-	-	-	-	-	-	-	-	-
8. Media											
	8.1. International	-	-	-	-	-	-	-	-	-	-
	8.2. National	-	-	-	-	-	-	-	-	-	-
9. Influencing Corporate Environments											
	9.1. Competitive Aggression	■	■	□	□	□	-	○	■	□	○
	9.2. Competitive Pacifications	○	○	○	○	○	-	-	-	-	-
	9.3. Public Relations	■	■	○	□	○	-	○	■	-	-
	9.4. Legal Action	■	-	-	-	-	-	-	■	-	-
	9.5. Political	○	-	-	-	-	-	-	○	○	-

Key: Strength of evidence. ■=very strong; ■=strong; ■=moderate; □=weak; ○=very weak; -=no evidence.  
 Note: See Table xx: Code List Indicating Strength of Evidence based on the quantity of evidence.

### Research Questions 4, 5, 6, 7, and 8

How Does Islamic Law Provide Management Guidance To Islamic Organizations?

How Does Islamic Law Direct An Organizational Structure For Islamic Organizations?



How Does Islamic Law Guide Managerial Decision Making For Islamic Organizations?

How Does Islamic Law Direct A Command And Control Structure For Islamic Organizations?

How Does Islamic Law Guide Organizational Communications For Islamic Organizations?

For the purposes of this discussion, management is defined as “the process of working with people and resources to accomplish organizational goals” (Bateman & Snell, 2002, p. 14) and management guidance as the direction managers should take when establishing and operating their organizations. Considering the management functions as used in this study are leading, planning, organizing, and controlling, these functions form the basis for answering these research questions.

The evidence indicates that Islamic Law provides indirect and direct guidance to Muslim managers on how to oversee their organizations. No direct evidence was found in this study that Islamic Law provides management guidance to Islamic organizations relating to leading, planning, organizing, and controlling of Islamic organizations. In other words, nowhere were the words “management guidance” clearly articulated in the 8,036 pages of text that comprised this singular case study. Nevertheless, when accomplishing a synthesis of the evidence, it becomes clear that Islamic managers are obligated to adhere to Shari‘a when managing their organizations (Research Question 6). However, the evidence is very strong that Shari‘a provides clear legal requirements for Muslim managers on how to handle a myriad of business transactions (Table 196).

First, Muslims are required to adhere to the precepts of Islamic Law in all of their activities, including profession business activities. The discussion already demonstrated

that there is very strong evidence that Islamic Law has a vertical structure with organizational authority centralized in Islamic leaders through legitimate and expert power (Table 194). It therefore becomes a logical extension that this vertical structure becomes guidance for Muslim managers on how to structure their business enterprises (Research Question 5). Second, Islamic Law teaches Muslims to follow Muhammad's example in everything they do. The evidence demonstrates that Muhammad established the Islamic organization with organizational authority centralized in him as the Islamic leader. Furthermore, the evidence is very strong (Table 194) that organizational communications flows downward in Islam and significant barriers to organizational communication exist (Research Question 8). Therefore, utilizing the same logic, it is a reasonable conclusion that Shari'a guides Muslims to manage their organizations through centralized command and control structure, utilizing formal downward communications, and maintaining organizational power with the senior manager of the organization (Research Question 7).

Third, considering that 55.6% of the evidence in this study (Figure 10) represents internal organizational controlling attributes or mechanisms on how Islamic Law ensures that Muslims strictly adhere to Shari'a, it is reasonable to conclude that Islamic managers will use this as guidance to establish very strong internal organizational controls. Following this guidance will ensure Muslim organizations adhere to the precepts of Islamic Law. Fourth, regarding the competitive environment, the evidence very strongly indicates that Shari'a directly addresses business transactions between buyers and sellers and competitors in commercial business settings (Table 196). There are specific legal requirements addressed in Islamic Law that Muslims managers must follow regarding

business transactions to include what is allowed and prohibited in commercial transactions, charging interest, returning merchandise, disputes over transactions, personal loans, using collateral, transferring debt, guaranteeing payment, business partnerships, financing a profit-sharing commercial enterprise, renting and hiring the services of employees and contractors, and job wages (Al-Misri, d. 1368/1994, Book K: Trade, pp. 371-459). Al-Misri's section on trade also addresses the issue of freeing Muslims' slaves.

#### Research Question 9

What Type Of Business Ethics Does Islamic Law Direct For Islamic Organizations?

Two perspectives are utilized in answering this question. First, business ethics are addressed from the viewpoint of Muslims managing Islamic organizations and conducting daily business transactions. Second, Islamic nation-state ethics are addressed from the viewpoint of how Muslim leaders interact with non-Muslim nation-state actors. Business ethics are defined as the "moral principles and standards" guiding business behavior (Bateman & Snell, 2002, p. 142). All of the evidence previously discussed regarding rules, values, behavioral patterns, organizational communication, decision making, and organizational control impact Islamic business ethics. The evidence very strongly demonstrates (Table 196) that Shari'a forms the underlying philosophical foundation directing Muslims in their choices of correct and incorrect ethical behavior in all aspects of their lives including business behavior.

Table 197. Shari‘a’s organizational relationship patterns

	Quantity of Evidence (Data Points)	Closed-Rational System	Leading through Legitimate Authority	Planning: Vision, Mission Goals, and Objectives	Vertical Structure: Centralized Control	Internal Control	External Competitive Aggression
Closed-Rational System	1,456		X	X	X	X	X
Leading through Legitimate Authority	723	X		X	X	X	X
Planning: Vision, Mission Goals, and Objectives	990	X	X		X	X	X
Vertical Structure: Centralized Control	1,534	X	X	X		X	X
Internal Control	18,556	X	X	X	X		X
External Competitive Aggression	952	X	X	X	X	X	

Notes: 1. This table condenses the 82 discrete categories from the organizational attributes matrixes into 6 categories. to increase the insight and understanding of the organizational patterns and relationships identified in this study and to demonstrate the interrelationships among the organizational attribute categories. 2. “X” indicates a close interrelationship with another organizational attribute

The evidence is very strong that the behavioral patterns identified in Shari‘a (Table 195) demonstrate that Muslims are required to conduct business transactions in a fair and honest manner, as defined from a Western construct. For example, Muslims are required to disclose any known defects in items they are selling. In addition, Shari‘a mandates that buyers are authorized to return merchandise if they notice defects that were not previously disclosed and the sellers must refund the purchase price (Al-Misri, d. 1368/1994, Book K: Trade, p. 392). Using synthetic thinking, the evidence very strongly suggests that unlike American organizations where business ethics are influenced by

organizations' work environments, business ethics in Islamic organizations is shaped solely by Islamic jurisprudence.

Similar to the ethical climate in Islamic businesses, the evidence very strongly indicates the ethical behavior of Islamic nation-states is determined by Shari'a and that Islamic nation-state actors are required to follow Islamic Law. Unlike Islamic business ethical behavior, Shari'a provides an opposing set of ethical guidelines for dealing with non-Muslim nation-state actors. The evidence is very clear that Shari'a requires Muslim leaders to adopt a philosophy that the "ends justifies the means" to ensure derogatory information about Islam is concealed and to ensure Islam is viewed in a positive light at all times.

The evidence very strongly indicates that Islamic Law has an organizational mission to fight non-Muslims until they are exterminated and Islamic Monotheism is established worldwide. When Muslims direct non-Muslims to the Qur'an and Sura 2:256 highlighting that "there is no compulsion in religion" (Khan & al-Hilali, 2000, Part 1, p. 185), this is an example of omission where contradictory information is ignored because suras that were either revealed to Muhammad, or developed by him, after Sura 2:256 was announced, like Sura 9:5, supersedes or abrogates earlier verses. In this case, Sura 9:5 cancels Sura 2:256 with its instruction to "kill the...[disbelievers] wherever" they are found. Furthermore, Muslims may fail to mention that in the Sunna, Muhammad very clearly taught that he was "ordered...to fight" non-Muslims until they convert to Islam (Part 2, pp. 322-323).

Jihad is another example where Muslims omit important aspects of its meaning. The evidence in this study very strongly indicates that jihad is the method Shari'a

prescribes to expand Islam's borders (Figure 11 and Table 198). Yet, Islamic actors announce to Western actors that jihad really means inner struggle, which is partially true, according to the evidence. What is not disclosed is that there were four meanings to jihad during Muhammad's lifetime and one of the earlier meanings meant inner struggle. The final interpretation of jihad, that Muhammad left his followers, was that jihad meant engaging in armed military action against non-Muslims to force them to convert to Islam. Furthermore, two of the four elements of being a sincere Muslim could engender a negative perception of Islam. These elements state that Muslims must obey Allah, fight in jihad, and continue fighting non-Muslims throughout human history until Islamic Monotheism is established.

Shari'a also requires the use of intimidation, fear, and force to prevent non-Muslim actors from making written or oral derogatory statements about Islam, regardless of a country's rule of law that constitutently guarantees freedom of speech. Based on the evidence, Islamic business ethics can be characterized in two ways: Shari'a directs Muslims to conduct business transactions in a fair and honest manner while simultaneously directing the omission of offensive information about Islam.

### Summary

Summarizing the emerging themes from this study, Islam can be characterized as a borderless nation-state and Shari'a has an implied management structure that directs Islamic leaders how to lead their nation state, organizations, communities, groups, and families. It also provides direction for Islamic leaders on how to control their citizens and

establish Islamic Monotheism through aggressive military action. Islamic Law's organizational characteristics include:

1. Promulgating Islam as the sole global meta-religion and Islamic Law as the universal meta-management structure.
2. Maintaining a closed-rational organizational system pursuing "rational" goals and objectives to establish Islamic Monotheism.
3. Connoting management guidance for Islamic leaders.
4. Directing a vertical organizational structure mandating centralized authority residing in Islamic leaders holding power through organizational legitimacy and expertise in Islamic jurisprudence.
5. Establishing barriers to organizational decision making by systemically stifling critical analysis of Islam, Muhammad, Shari'a, and Islamic leaders' actions.
6. Inculcating a slave mentality requiring abject obedience.
7. Possessing a very strong organizational culture with aggressive internal cultural controls ensuring Islamic culture remains constant through strict adherence to Shari'a.
8. Cultivating visible and invisible cultural artifacts to maintain a strong Islamic culture impervious to external influences.
9. Promising eternal life in Paradise with perpetual virgins as the primary organizational outcome for Muslim men.
10. Promoting jihad and killing of non-Muslims to influence the external environment and expand the nation of Islam and establish Islamic Monotheism.
11. Utilizing Zakat (mandatory Islamic charity) bureaucratic financial controls as a method to financially support Muslims engaged in militant jihad operations.
12. Fostering an ethical business climate for conducting business transactions.
13. Directing unethical organizational behavior (from an American perspective) based on taking the philosophical approach of the "ends justifying the means" to hide Islamic Law's strategic goals and objectives from non-Muslims.

## CHAPTER 6. RESULTS, LIMITATIONS, CONCLUSIONS, AND RECOMMENDATIONS

### Introduction

This study's purpose was to identify the organizational and management guidance embedded in Islamic Law to analyze how Shari'a provides organizational and management guidance for Islamic terrorist organizations conducting their world war against America and other non-Muslim nations. This was a qualitative case study: the singular case had nine embedded units of analysis or a Type 2 single case embedded design according to Yin (2003b). Nine sources of evidence (texts) were analyzed for data triangulation: four English translations of the Qur'an plus five supporting texts. Khan and al-Hilali's (2000) 9-volume *Interpretation and the Meanings of The Noble Qur'an* was the primary English translation analyzed. The overall cases consisted of 17 texts, 8,036 pages of text resulting in 33,171 pieces of evidence or data points. Each data point represented a sentence, Qur'anic sura (verse), paragraph, or multiple paragraphs, depending upon the text. Consequently, a "rich, thick description" of the overall case to explicate the findings (Creswell, 2003, p. 196) became problematic forcing the author to make choices on what evidence would be explicated.

This chapter addresses the results organized by research questions, discusses the implications, conclusions, limitations, and provides recommendations for future research.



## Results

### *Research Question 1: What Organizational Systems Perspective Best Describes Islamic Law?*

Islamic Law is a competitively aggressive, closed-rational organizational system. It appears that the legal rulings, requirements, and prohibitions incumbent upon Muslims ensure Islamic Law remains not only a system closed to its external environment but remains impervious to change from either inside or outside influences. The evidence further indicates that Islamic Law is a rational system, that it is designed to accomplish specific organizational strategic goals and objectives not chosen by its members; rather, the strategic goals and objectives evident in Shari'a were embedded into Islamic Law by its founder and have remained unchanged for the past 1,400 years. However, this does not necessarily mean that Shari'a's strategic goal of establishing Islamic Monotheism is "rational" from an American perspective. As Scott (2003) postulates, it simply means Shari'a's strategic goals and objectives are being pursued in a rational manner because organizations can and do pursue irrational goals by rational means.

From an organizational systems' perspective, Islamic Law appears to act as a strange loop. Regardless of the hierarchal level used when examining Islamic Law and the teachings contained therein, all perspectives or paths examined lead back to the beginning. People subject to Islamic Law cannot escape Shari'a's grasp if they remain practicing Muslims. The Islamic Terrorism System Architecture has been updated (Figure 14) to account for the aggressive nature of Islamic Law and its strange loop characteristics.

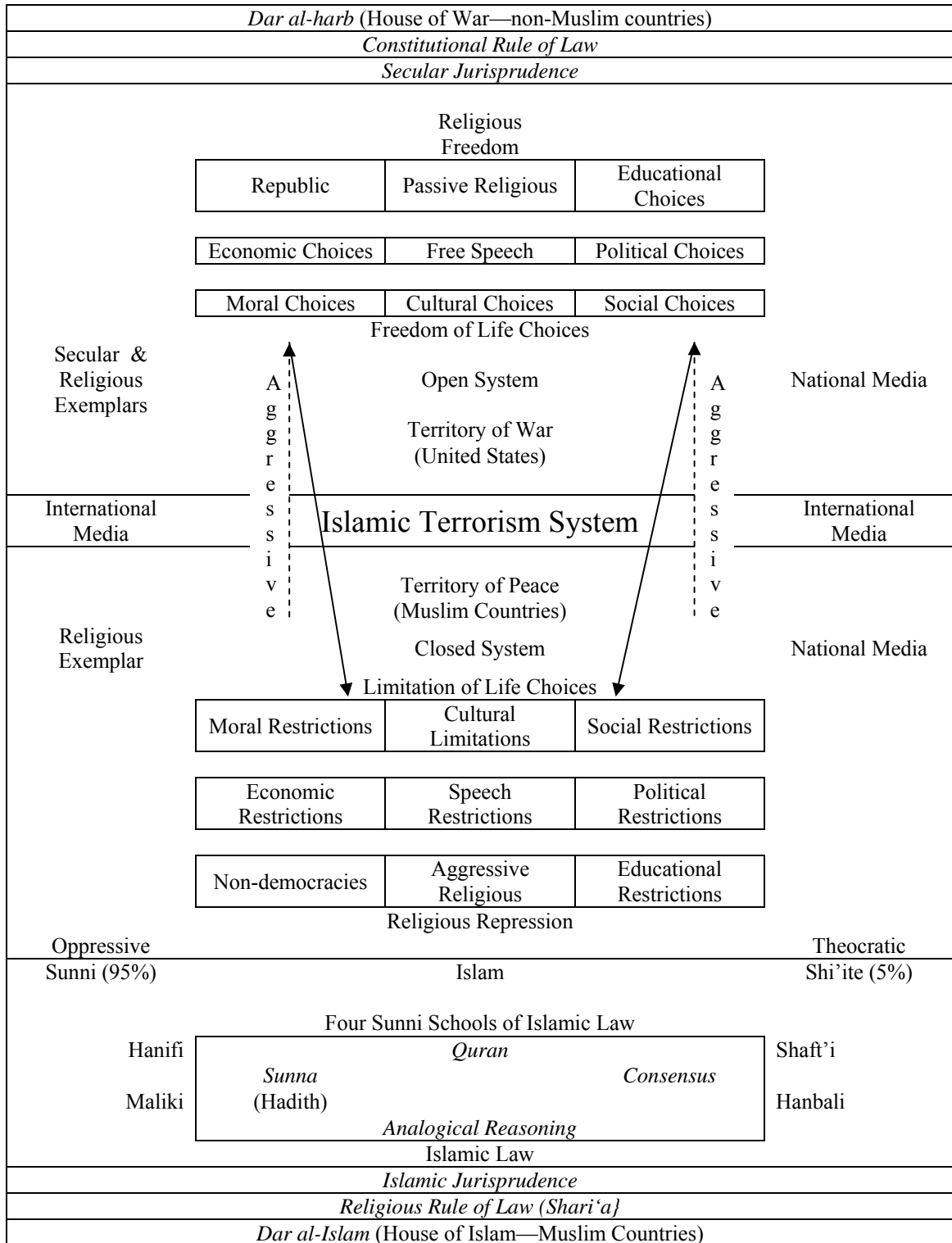


Figure 14. Updated Islamic terrorism system architecture

### *Research Question 2: What Attributes Describe Organizations?*

The internal organizational systems attributes used in this study were derived from the four management functions of leading, planning, organizing, and controlling (evaluating and monitoring). The generic attributes are evident in the *Organizational Systems Attributes Listing* (Table 2). The external organizational systems attributes were derived from examining generic organizations' external environments and included external stakeholders, the media, and methods to influence corporate environments. A synthesis of the literature was accomplished using a representative sample of academic management textbooks (Bateman & Snell, 2002; Certo, 2000; Dessler, 2001; Gibson, Ivancevich, & Donnelly, 1988; Hosmer, 1996; Morgan, 1997; Robbins, 2000; Robbins & Coulter, 1999; Williams, 2003) to determine generic organizational and management systems attributes.

### *Research Question 3: What Organizational Attributes Describes Islamic Law?*

Table 198 provides a listing of Islamic Law's organizational attributes uncovered in this study. Very strong evidence exists that leading, planning, organizing, and controlling attributes are embedded in Shari'a with organizational "controlling" attributes accounting for 55.6% of the evidence (Figure 14), clearly indicating that Islam retains very strict control over its subjects through the prescriptions and proscriptions of Islamic Law.

Table 198. Shari'a's organizational attributes

Internal Organizational Systems Attributes		
1. Leading (Influencing)	<i>Overall Case Study</i>	
1.1. Downward Communications		■
1.5. Motivating Employees		■
1.6. Organizational Decision-Making Characteristics		
1.6.1. Organizational Decision-Making Process		■
1.6.2. Barriers to Decision Making		■
1.7. Sources of Power		
1.7.1. Expert		■
1.7.2. Legitimate		■
1.7.3. Reward		■
2. Planning		
2.1. Vision		—
2.2. Mission		■
2.3. Strategic Goals		■
2.4. Strategic Objectives		■
3. Organizing		
3.1. Vertical Structure: Centralization of Authority		■
4. Controlling (Evaluating)		
4.1. Bureaucratic Control		
4.1.1. Financial		■
4.1.2. Legal		■
4.2. Corporate Culture Control		
4.2.1. Aggressive		■
4.2.2. Artifacts		■
4.2.3. Behavioral Patterns (Ethics)		■
4.2.4. Outcome Orientation		■
4.2.5. Strong Cultural Strength		■
4.2.6. Team Orientation		■
4.2.7. Values (Organizational)		■
4.2.8. Clan Control		■
External Organizational Systems Attributes		
5. Environments		
5.1. Competitive		
5.1.1. Buyers & Suppliers		■
5.1.2. Competitors		■
5.2. Macroenvironment		
5.2.1. Legal and Regulatory		—
5.2.2. Political International		■
5.2.3. Sociocultural		■
6. External Stakeholders		
6.1. Customers		■
6.2. Financial Community		■
6.3. Government Agencies		■
6.4. Regulatory Agencies		■
6.5. Stakeholders		■
7. Influencing Corporate Environments		
7.1. Competitive Aggression		■
7.2. Public Relations		■

Key: Strength of evidence. ■=very strong; ■=strong; —=moderate

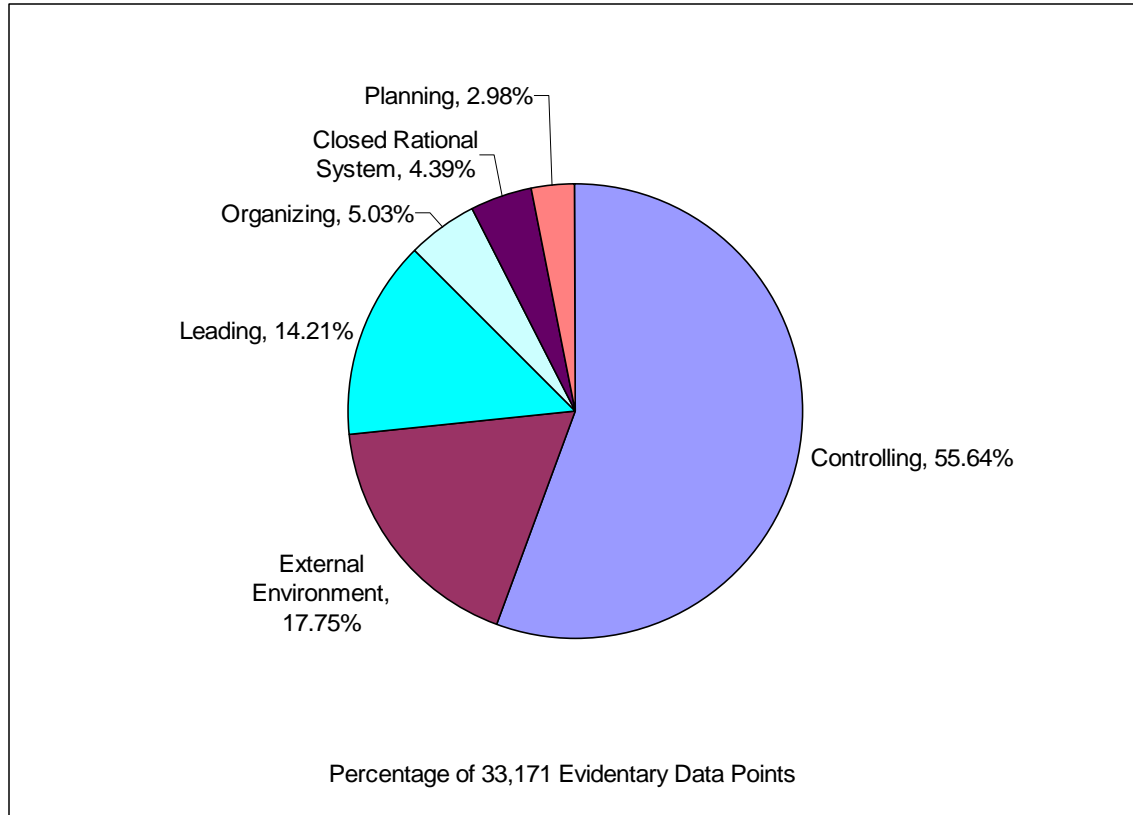


Figure 15. Shari'a's organizational attributes

*Research Questions 4: How Does Islamic Law Provide Management Guidance To Islamic Organizations?*

*Research Questions 5: How Does Islamic Law Direct An Organizational Structure For Islamic Organizations?*

*Research Questions 6: How Does Islamic Law Guide Managerial Decision Making For Islamic Organizations?*

*Research Questions 7: How Does Islamic Law Direct A Command And Control Structure For Islamic Organizations?*

*Research Questions 8: How Does Islamic Law Guide Organizational Communications For Islamic Organizations?*

The evidence confirms the literature review that all aspects of Muslims' lives are governed by Islamic Law and Shari'a is intended to serve as the foundation for all decisions Muslims make in their personal and professional lives. This study confirms Hassan's (1998b) view that an Islamic worldview exists that incorporates Islamic Law into business actions and Zarqa's (1998) perspective that Muslims need to follow Islamic Law in the conduct of business throughout the world as well as several other authors discussed in Chapter 2, that posited the precepts of Islamic Law are incorporated into Islamic organizations (Ahmad, 2001a, 2001b; Ahmad, 2001; Ahmad & Sadeq, 2001a, 2001b; Hanafy & Sallam, 2001; Hasan, 2001; Hashim, 1998a, 1998b; Khalifa, 2001; Rahman, Bakar, & Syafie, 2005; Sadeq, 2000; Satkunasingham & Shanmugam, 2005; & Shanmugam & Perumal, 2005).

The evidence demonstrates that Muslim managers are required to follow Islamic Law which provides guidance on how to manage organizations; and Shari'a provides very clear legal requirements for Muslims on how to handle a myriad of business transactions. It is anticipated that Islamic organizations will have a vertical organizational structure with centralized command and control, based on the evidence from this study. This organizational structure coupled with limitations on free speech inherent in Islamic Law, suggest that as Islamic managers adhere to the precepts of Shari'a, they will establish organizational communications systems where information flows downward from organizational leaders to the lower-level managers and employees. In addition, it is anticipated that the organizational decision-making processes flowing from this vertical

structure will create significant barriers to organizational communication within Islamic organizations.

Shari‘a guides Muslims to manage their organizations through a centralized command and control structure, utilizing formal downward communications, and maintaining organizational power with the senior manager of the organization. It also guides Islamic managers to establish very strong internal organizational controls to ensure Muslim organizations adhere to the precepts of Islamic Law.

*Research Question 9: What Type Of Business Ethics Does Islamic Law Direct For Islamic Organizations?*

Islamic business ethics flow from Shari‘a and Islamic organizational leaders rely on the expertise of Islamic Law scholars to interpret Shari‘a’s legal requirements as they relate to business operations, examine current business issues, and provide organizational guidance that adheres to Islamic Law. However, from an American perspective, the business ethics flowing from Shari‘a are contradictory, offering direction for both ethical and unethical behavior. Regarding business operations and managing Islamic organizations, Shari‘a requires Muslims to conduct business transactions in a fair and honest manner. The requirements and restrictions are very clear and with the exception of the prohibition of charging interest, the ethical behavior that follows compares favorably with American business ethics. However, when taking a higher-level systems view of Islamic Law from a nation-state perspective, Shari‘a directs unethical behavior—from an American, not from an Islamic perspective.

The ethical behavior of Islamic nation-state actors, including Imams, also flows directly from Shari‘a and unlike Islamic business ethics, Shari‘a directs Islamic nation-

state actors to use whatever means necessary, when interacting with non-Muslim nation-state actors, to conceal negative information about Islam or Muhammad. If challenged about the meaning of jihad or questioned about Shari‘a’s mission to establish Islamic Monotheism through force and extermination of non-Muslims until they “convert” to Islam, Islamic Law requires Islamic actors to intentionally mislead non-Muslim actors, in order to keep a positive spin on Islam and Muhammad. Shari‘a legally sanctions a plethora of actions to prevent non-Muslim actors from making written or oral comments that are derogatory about Islam or Muhammad. The evidence in this study very strongly indicates that Islamic business ethics can be characterized as requiring Muslims to conduct business transactions in an ethical manner while simultaneously requiring an “ends justifying the means” philosophical approach to prevent anyone from providing negative information about Islam or Muhammad.

### Assumptions and Limitations

#### *Assumptions*

An implicit assumption emerged regarding the hadiths cited as evidence from this case study. It was assumed that the authors for the texts analyzed included only authentic hadiths rather than hadiths that were in dispute regarding their validity and authenticity among Islamic scholars.

The second assumption discussed in Chapter 1 was verified by this research. Islamic Law prevents Muslims and non-Muslims from conducting a critical analysis of Islam, Muhammad, or Shari‘a in order to prevent potential negative publicity. However,



the third procedural assumption was not completely accurate. While the assumption stated that the case was bounded and only a textual analysis of the Qur'an would be accomplished, due to the complexity of Islamic Law, a significant number of hadiths and explanatory notes were analyzed because the primary translation of the Qur'an had nine volumes and included a plethora of hadiths and notes to help clarify the intent of the suras. In addition, the second supplementary text that was analyzed, Cleary's (2001) *The Wisdom of the Prophet* included 224 hadiths as the primary source to explain its message.

The results of this study also verified the eighth procedural assumption that textual analysis of the supporting texts provided sufficient coverage of Shari'a because those texts incorporated teachings from the Sunna, hadiths, and analogical reasoning in addition to Qur'anic teachings. In addition, as stated above, the primary translation of the Qur'an had numerous hadiths that provided additional coverage of Shari'a that proved to be sufficient for this study.

### *Limitations*

The first limitation discussed in Chapter 1 regarding the researcher's lack of fluency in Arabic was not a limitation. The texts analyzed in this study were clearly written in English and did not impair the quality of this research. Perhaps the greatest limitation was the case study's boundaries. It was too broad causing this dissertation to be significantly longer than anticipated. Consequently, the amount of evidence uncovered was far greater than anticipated resulting in underreporting of the available evidence. As the researcher's knowledge of Islamic Law increased throughout this study, greater insight into the meaning of previously read evidence became apparent; however, because the quantity of evidence was so large, the decision was made not to reanalyze the data in

light of this new insight because it would have been impossible to accomplish this study in a reasonable timeframe. The singular case required an analysis of 17 texts that included 8,036 pages of text culminating in 33,171 evidentiary data points, making the volume of evidence a significant limitation. The researcher was unable to provide a rich-thick description for all of the evidence and was forced to make decisions regarding what evidence would be described in this study.

For Research Question 1 (*What Organizational Systems Perspective Best Describes Islamic Law?*) a description of the evidence from the nine cases was provided in Chapter 4. However, beginning with Research Question 3, only a rich-thick description of the evidence for Khan and Al-Hilali's (2000) *Interpretations of the Meanings of The Noble Qur'an* (the primary translation) was provided because this translation had nine volumes and 4,345 pages of text that were analyzed that comprised 54% of the overall case study. After the evidence was described in Chapter 4 for this translation and due to the length of this study, a decision was made to avoid duplicating any evidence in later descriptions. Although all of the evidence is not described in this study, tables are provided in Chapter 4 that includes the coding for 100% of the evidence to allow future researchers to duplicate this research.

## Implications and Conclusions

### *Implications*

The findings from this study indicate Islamic terrorists could perceive that Islamic Law provides guidance for conducting armed aggression against non-Muslims worldwide; and that Shari'a's worldview of establishing Islamic monotheism through

jihad could present a clear and present danger to America and to other non-Muslim countries. This results in a variety of implications. The findings demonstrate that Americans need to examine Islamic terrorism from an Islamic mindset; they need to set aside their western constructs in order to better understand terrorism and the driving factors fueling terrorists' hatred for Americans and non-Muslims in general.

According to Shari'a, when Islamic terrorists state, "America is waging war against Islam," they are making a true statement whereas when American political actors state, "America is not at war with Islam," they are demonstrating a lack of knowledge of Shari'a's definition of what it means to wage war against Islam. Sura 5:33 states, "The recompense of those who wage war against Allah and His Messenger and do mischief in the land is only that they shall be killed or crucified." However, an explanatory note to this verse illuminates its meaning. The note states, "To wage war against Allah means to reject faith in Him" (Khan & al-Hilali, 2000, Part 1, pp. 491-492).

Utilizing an Islamic jurisprudent perspective, the evidence very strongly indicates Islamic terrorists can claim Americans who are not Muslim and therefore reject faith in Allah and in Muhammad are enemies of Islam and Muhammad and furthermore, terrorists can rationalize that since America is not a Muslim country, it is at war with Islam. Furthermore, killing people who are at war with Islam is lawful, according to Islamic Law (Khan & al-Hilali, 2000) providing further support for Islamic terrorists' rationalization of indiscriminate killing of non-Muslims.

Comparing American and Islamic definitions of three terms underscores the importance of utilizing a different perspective to gain an improved insight into Islamic terrorism. Common terms like "love" and "enemy" have connotations in Islamic society

which are very instructive (Table 199). This discussion implies that employing an American mindset to interpret Islamic terms can lead to a misunderstanding of Islamic terrorism which could interfere with the U.S. Government's success in defending against terrorists' actions and intent.

Table 199. Comparison of American and Islamic terms

American Construct	American Definition	Islamic Construct	Islamic Definition
Love	Strong affection for another arising out of kinship or personal ties" <sup>3</sup>	Love of non-Muslims	To enter Islam <sup>4</sup>
	"Warm attachment, enthusiasm, or devotion" <sup>5</sup>	Love of Muslims	To remain in Islam <sup>6</sup>
	"The object of attachment, devotion, or admiration" <sup>7</sup>	Love of Muhammad	"The will to obey and not disobey him, this being one of the obligations of Islam" <sup>8</sup>
Enemy	"One seeking to injure, overthrow, or confound an opponent"; "Military adversary" <sup>9</sup>	Enemy	Non-Muslim <sup>10</sup>
War	"Open and declared armed hostile conflict between states or nations" <sup>11</sup>	Waging War against Islam	"Reject faith in..." <sup>12</sup> Allah Be non-Muslim; refuse to be subject to Islamic Law

Another implication is how do U.S. policy makers classify Imams who lead armed militias? Imams have pivotal roles in Islamic society and Shari'a authorized multifaceted roles for them. Shari'a authorized Imams to act as religious clerics, life

<sup>3</sup> Merriam-Webster's Collegiate Dictionary (2003) p. 737.

<sup>4</sup> Ibn Naqib al-Misri, A. (1994). (Original publication date unknown. Author died in 769 A.H./1368 A.D.) para. p75.1(2).

<sup>5</sup> Merriam-Webster's Collegiate Dictionary. p. 737.

<sup>6</sup> Ibn Naqib al-Misri, A. (1994).

<sup>7</sup> Merriam-Webster's Collegiate Dictionary. p. 737.

<sup>8</sup> Ibn Naqib al-Misri, A. (1994). para. p75.2.

<sup>9</sup> Merriam-Webster's Collegiate Dictionary. p. 413

<sup>10</sup> Sura 60:1 (Khan & al-Hilali, 2000).

<sup>11</sup> Merriam-Webster's Collegiate Dictionary. p. 1409

<sup>12</sup> Sura 5:33 (Khan & al-Hilali, 2000, pp. 491-493).

counselors, and “military” leaders with legitimate organizational power to call Muslims to participate in armed aggression against non-Muslims. They also have legitimate organizational authority to decide the fate of prisoners of war: whether they will be executed, released, or kept as slaves. Three synthetical propositions follow, based on this implication:

1. Islamic clerics (Imams) may act as generals during armed conflict, directing militias to kill American forces. Therefore, can Islamic religious clerics who lead armed militias against U.S. forces or who direct the killing of American citizens worldwide, or direct the use of terrorism against American interests be considered legitimate military targets, according to international and U.S. law?
2. Mosques may be more than religious buildings if they are utilized as political, military, and perhaps terrorist meeting places. From an Islamic military perspective, they may be used to recruit and train terrorists, store terrorist weapons, and direct terrorist operations. Therefore, can mosques that are utilized for military or terrorist purposes become legitimate military targets when prosecuting the Global War on Terror?
3. Zakat, defined by Khan and Al-Hilali (2000) as “the major economic means for establishing social justice and leading the Muslim society to prosperity and security” (Part 1, p. 517), is one of the five pillars of Islam. Islamic Law restricts Zakat to eight categories of recipients and one of the authorized categories is Muslims engaged in jihad or “defending Islam” against non-Muslims. Shari‘a defines defending Islam as conducting military operations against non-Muslims to spread the Islamic faith. Furthermore, Islamic Law requires Imams to distribute Zakat funds to authorized recipients and terrorists conducting jihad against America is one of the eight authorized categories. This would suggest that Islamic Law provides for the funding of Islamic terrorist organizations through Zakat and Imams may be legally required to act to channel money to terrorist organizations. Therefore, can the U.S. legally prevent Islamic clerics operating in America from collecting Zakat?

Given that Islamic Law guides Muslims in all aspects of their lives, regardless of what country they reside in, another implication is Islam acts as a de facto nation state.

The significance of this is that Islamic terrorists may perceive themselves to be

supporting a borderless nation state with a mission to establish global Islamic monotheism.

An implication stemming from Islamic Law's organizational strange loop characteristic is that regardless of the hierarchal level used when examining Islamic Law and the teachings regarding waging war against Islam, all perspectives or paths examined lead back to the beginning, or lead back to the core teachings embedded in Shari'a. According to Islamic Law, countries that refuse to be subjected to Islamic Law and convert to Islam are, by definition, "waging war against Islam." This indicates that as defined by Shari'a, America is at war with Islam. This strange loop systems phenomenon suggests there is no alternative to circumvent this teaching and from an Islamic Law perspective, it becomes an axiomatic truth making it problematic to convince Muslims that America desires peaceful coexistence with Islamic nations.

Considering that Islamic Law guides "moderate" as well as "radical" Muslims and Shari'a mandates that all world governments must submit to Islamic Law, it may be illogical to conclude that only "radical Muslims," "radical Islamists," or "radical Islamic terrorists," depending upon the term of choice, are fighting to establish Islamic Law in the West and specifically, the U.S. There is a possibility that moderate Muslims want Shari'a established as the rule of law in the U.S. and only the means of accomplishing that goal—non violent versus violent—differs between "moderate" and "radical" Muslims.

### *Conclusions*

This study successfully addressed the research questions using an organizational systems perspective to better understand the nature of Islamic terrorism. Based on this

research, the preliminary conclusion from the literature review that Islam was a politico-military, sociocultural, religio-economic organization was refined. However, Islam is better characterized as a political-military organization with its indisputable religious aspects designed primarily to act as internal organizational control mechanisms ensuring abject obedience to Islamic leaders.

For Research Question 1 (What Organizational Systems Perspective Best Describes Islamic Law?), Islamic Law is a closed-rational organizational system that is pursuing a set of organizational objectives (world dominance) than can only be achieved through America's (and the West's) defeat and submission to Islamic Law. While all Muslim countries may not condone terrorism as a tool to accomplish Islamic Law's organizational goals, the evidence from this study is indisputable: Shari'a directs Muslims to establish global Islamic Monotheism and Islam as the world's sole religion; to institute Shari'a as the rule of Law throughout the world; and, to eradicate all religions except Islam. Furthermore, it is also incontestable that Shari'a requires Muslims to participate in jihad to spread the Islamic faith.

This study shows that Islamic terrorists, while viewed from an American perspective as "radical" and operating on the fringe of Islamic society, can perceive themselves as operating within the rules established by Islamic Law. Furthermore, Shari'a provides financial support to persons engaged in militant jihad through Zakat, Islamic Law's mandatory "charity" all Muslims must pay to Imams, who are restricted by Islamic Law to distribute Zakat funds to only eight categories of recipients. Islamic terrorists participating in jihad is one of Shari'a's authorized recipient categories.

For Research Question 3 (What Organizational Attributes Describes Islamic Law?), organizational attributes exist in Shari'a which indicates that taking a comprehensive systems approach to understand Islamic terrorism could inform the national debate on how to better understand this phenomenon, add to the body of knowledge regarding the relationship of religious beliefs and management practices, and possibly provide insight that could lead to the defeat of Islamic terrorists. For the remaining Research Questions (4 through 9), Islamic Law provides management guidance to Islamic organizations through its strict requirements that Muslims must follow Shari'a in every facet of their lives. Islamic Law infers an organizational structure for Islamic organizations based on its vertical structure with centralized command and control. The foregoing impute a downward organizational communications system coupled with organizational decision-making processes flowing from organizational leaders to its members that provide for significant barriers to organizational communications within Islamic organizations.

Islam can be characterized as a borderless nation-state with Islamic Law implying a management structure that directs Islamic Leaders how to lead their nation state, control their citizens, and establish Islamic Monotheism through aggressive military action. While no comprehensive management theory was uncovered in this study, Shari'a provides legal requirements and restrictions for Muslims in their personal and professional lives with extensive internal organizational controls designed to ensure Muslims adhere to Islamic Law. Shari'a's internal organizational controls are so strict and encompassing they even include legal requirements and restrictions for the most intimate behavior between husbands and wives.



Islam, Islamic Law, and Islamic terrorism have innumerable, intricate interconnections and the results of this study provide additional insight from an organizational systems perspective into these phenomena. Muhammad was brilliant in the way he established his organization. He developed a powerful political-military organization that continues to spread its influence in the 21<sup>st</sup> Century. Embedded within this organization is a centralized command and control structure coupled with a religion that provides intense and oppressive internal organizational control over its subjects through the precepts of Islamic Law. Furthermore, Islamic Law's mission of establishing Islamic Monotheism globally and overlaying Shari'a on world governments and organizations remains unchanged. According to the evidence, Islamic terrorists likely perceive themselves as operating within the boundaries established by Islamic Law, which may be interpreted by terrorists as providing guidance on using violent armed aggression against the U.S.

Having the same evolutionary origin, Islam could be considered homologous to Christianity, with each serving different functions. Whereas Christianity serves humanity as a world religion designed to influence humans' actions through intellectual and moral development with an emphasis on free will, Islam functions as a world political-military meta-management organization designed to be superimposed over world organizations. As a borderless nation state, Islam's mission is to force all national, state, and local governments and their citizens to submit to Islamic Law, limit individual free will and critical thinking, emphasizing abject surrender to blindly adhere to Shari'a.

## Recommendations for Further Research

Considering that this case study utilized a ground-breaking approach on using an organizational systems perspective to research Islamic terrorism coupled with an interdisciplinary approach the resulting recommendations for further research are too numerous to discuss. Consequently, this researcher presents only the more important research recommendations from his perspective, categorized by seven academic fields of study, beginning with organization and management.

### *Organization and Management*

First, this study should be replicated by future researchers to determine if they reach similar findings and conclusions as the ones presented here. A word of caution, however, is appropriate. This case study, as currently bounded, is too large for one researcher to adequately address; therefore, this study should only be attempted by a team of researchers if the case boundaries remain the same. Second, to verify the findings, future researchers should interview Islamic scholars to ascertain if this researcher was accurate in his analysis of the evidence regarding the obligations inherent in Islamic Law. Wherever inaccuracies would be discovered, then future researchers should replicate this study changing only the “obligation” variable to determine if this study’s findings would be altered. Third, this study should be replicated with the textual analysis accomplished in Arabic to determine if any of the findings would be altered; although, it must be noted that Islamic Law can be satisfactorily understood without being fluent in Arabic.

Fourth, the literature review indicated Islamic businesses in the banking industry establish Shari‘a committees as part of their formal organizational structure to ensure organizational decisions adhere to Islamic Law. Five additional recommendations

emanate from this. Islamic organizations should be surveyed to determine to what extent do 21<sup>st</sup> Century Islamic organizations establish Shari‘a committees as part of their organizational structures. Islamic business found to have Shari‘a committees should then be analyzed to determine how Shari‘a committees influence business decisions; to what extent Islamic Law enhances or interferes with business decisions; what impact adhering to Islamic Law has on organizational profitability; and, what impact adhering to Islamic Law has on decisions relating to corporate social responsibility. Fifth, Islamic businesses should be researched to determine if the implications suggested in this case study were accurate regarding vertical command and control structures coupled with centralized control and formal, downward communications systems.

#### *Education*

Anecdotal evidence discovered in the literature review suggests that when Muslim academics participate on masters’-level and doctoral-level thesis and dissertation committees when Islamic subjects are being researched, Muslim academics suppress critical analysis of Islamic topics to ensure nothing negative is reported in academic channels. This should be researched to determine the veracity of this claim and based on the results, additional research should be conducted to determine the impact this phenomenon may have on inhibiting critical analysis and critical thinking of Islamic topics and the resulting sociocultural implications.

#### *History*

Slavery has been sanctioned by Islamic Law and was prominently mentioned in the texts utilized in this study. Researchers should investigate Islam’s culpability, if any, in fostering slave trading throughout the world, including the capturing and selling of

African slaves to American slave traders. Second, researchers should investigate potential Islamic culpability in 21<sup>st</sup> Century international slave trading. Third, exterminating Islam's enemies was a constant theme discovered in this case study. Anecdotal evidence suggests Islamic culpability in reducing non-Muslim populations in conquered countries. For example, "Copts of Egypt...Jews and Armenians...in Iran...Christians and Jews of the Arabian peninsula...Christians of North Africa...[and] Hindus of India (Jihad Watch, para. 8). Therefore, future researchers should examine non-Muslim demographics of countries before and after they were conquered by Islamic nations to determine the extent, if any, Islam has endorsed genocide to alter the demographic composition of conquered nations' populations.

#### *Military Arts and Sciences*

Military researchers should thoroughly investigate Shari'a's potential influence on Islamic terrorists to determine the extent to which terrorists adhere to the precepts of Islamic Law and the impact this knowledge could have on future military operations in the Global War on Terror. Second, military researchers should investigate how Shari'a authorizes multifaceted roles for Imams and the resulting impact of viewing Imams, who lead armed militias, only as religious clerics, especially when they are directing armed aggression against American civilian and military personnel. Third, when it is known that Imams are leading armed militias, similar research should be conducted to determine the extent to which their mosques are used as military staging grounds for armed attacks against American interests. Fourth, utilizing a Law of Armed Conflict perspective and based on the results from the two previous recommendations for further research, a study should be initiated to determine how to legally classify Imams who lead armed militias

against U.S. civilian personnel and military forces and how to legally classify their associated mosques, if their mosques are being used for military purposes.

### *Political Science*

Future researchers should survey American political actors to determine the extent of their knowledge of Islamic Law. Based on the results of this suggested research, the resulting data should then be analyzed to determine how American political actors' knowledge level of Shari'a impacts political and military decisions in understanding the enemy and prosecuting the Global War on Terror. Second, research should be conducted to determine how American political decisions would be altered regarding prosecuting the Global War on Terror if American political actors had an in-depth knowledge of Shari'a. Third, assuming the findings in this study are accurate, research should be conducted to determine the international reaction that would ensue from Muslim and non-Muslim countries if U.S. political actors openly discussed how Islamic Law guides terrorists actions.

### *Religion*

A hypothetical research study would be instructive from a religions standpoint. There were 952 data points discovered in this study indicating Islamic Law has a competitively aggressive nature and fosters killing and murdering of non-Muslims to expand the Islamic faith. Future researchers should examine the Qur'an, "hypothetically" remove the aggressive suras and then analyze the remaining suras to determine what the Islamic faith would be and if it would be compatible with democratic forms of government that safeguard individual freedoms, including free speech. Similar research should be conducted removing the aggressive elements of all aspects of Islamic Law.

## *Sociology*

First, American Muslims should be surveyed to determine the extent to which they understand and agree with the precepts of Islamic Law especially regarding their knowledge and their agreement that armed aggression is acceptable to institute Shari'a in America. A word of caution is important for this recommendation. Shari'a requires Muslims to conceal derogatory information about about Islam or Muhammad. Therefore, future researchers must determine an approach that will obviate this concern.

Given the evidence discovered regarding Zakat and its legally sanctioned use in funding Muslims fighting for Allah's cause, this should be investigated for its potential as a means of funding Islamic terrorist organizations. There is a reasonable expectation that money contributed to Zakat requirements, while on the surface appear to be used for legitimate charitable purposes, may be used to finance Islamic terrorist organizations to prosecute a world war against the United States. Fourth, it is unknown to what extent American Muslims follow Islamic Law and fifth, it is unknown to what extent they desire to have Islamic Law replace the American constitution. These questions should be thoroughly researched to provide American policy makers with additional data points in their understanding of the Islamic threat and subsequent decisions on how to counter this threat.

There is very strong evidence that under Islamic Law, females are regarded as "property" of Muslim males with the resulting implications that they are treated as objects and not as "equal citizens." American and western Muslims should be surveyed to determine the extent to which this attitude continues in non-Muslim countries and the resulting societal impact this may have. Next, defending Islam is defined as participating

in armed aggression against non-Muslims to spread the Islamic faith. A 2007 Pew Research survey suggested a significant number of younger American Muslims believe it is acceptable to conduct suicide attacks to “defend Islam.” Considering that 30% of the approximately 2.5 million Muslims living in the U.S. are between 18-29 years of age (Pew Research Center, May 22, 2007), research should be conducted to verify the survey results, make a determination of the number of American Muslims willing to participate in suicide bombings, and then determine the resulting national security implications.

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## APPENDIX A

### DEFINITION OF TERMS

*Al-Mushrikun*: “the idolaters, polytheists, disbelievers in the Oneness of Allah, pagans” (Khan & al-Hilali; 2000; Part 1, p. 64, Sura 2: 105).

*Caliph*: “a successor of Muhammad as temporal and spiritual head of Islam—used as a title” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 175).

*Dar al-Islam*: “1: the area within the jurisdiction of the Islamic state as distinguished from the dar al-harb, which is *enemy territory* [italics added] (Ibn Rushd, d. 1198/1994, p. 582); 2: “territory under Islamic control” and the “Dar al-harb (territory of war, which consisted of all lands not under Muslim rule” (Streusand, n.d., as cited in Knapp, 2003, September, pp. 82-83).

*Dhimmi*: “a non-Muslim living under the protection of an Islamic government” (Khan & al-Hilali; 2000; Part 1, p. 111).

*Fatwa*: 1: “a legal opinion issued by a *mufiti* (*q.v.*); although formally non-binding, judges adhered to *fatwas* routinely” (Hallaq, 2005, p. 207); 2: a formal legal opinion by a jurist (Rafu, 2000, p. 205); 3: “a legal opinion or decree handed down by an Islamic religious leader” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 456).

*Fiqh*: 1: normally translated as “‘Islamic Law’ really means ‘praxic understanding,’ that is, insight into how one ought to act and live as a Muslim”; 2: “jurisprudence” (Bakhtiar, 1996, pp. xxxIII, 592); 3: “Islamic jurisprudence” (al-Nawawi, d. 1277/2002, p. 104); 4: Jurisprudence: called *usul al-fiqh*—the principles of law” (Rahman, 1982, p. 149); 5: “the science of religious law” (Goldziher, 1981, p. 44).

*Hadith*: “1: saying. In the technical sense, the term is used for the written record of the *sunna*, this *hadith* may contain more than one *sunan*” (Ibn Rushd, d. 1198/1994, p. 584); 2: “A narrative record of the sayings or customs of Muhammad and his companions”; 3: “represented reports or verbal transmissions which conveyed the contents of Sunna” Hallaq, 1997, p. 14); 4: “a report of the words or deeds of a religious authority, this almost invariably being the Prophet Muhammad, which consists of a *matn* and an *isnad*; it is usually adduced for the purposes of generating or understanding the law” (Robinson, 2003, p. xii); 5: “the collective body of traditions relating to Muhammad and his companions (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 560).

*Hijra* or *Hegira*: 1: “Muhammad’s flight from Mecca to Medina in 622 [A.D.], which marked the beginning of the Islamic calendar....The *hijri* dating...more frequently

appears...in...Arabic texts, where it is marked by ‘H’.” Therefore, 1 A.H. corresponds to 622 C.E./A.D.” (Robinson, 2003, pp. xii, xxii, 21); 2: “a journey especially when undertaken to escape from a dangerous or undesirable situation” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 577).

*Hisba*: ““defined within Islam as the commanding of the good when it is manifestly neglected, and the forbidding of the evil when its practice is manifest.”” (Agrama, 2005, p. (pp. 24-25).

*Islam*: 1: “submission, the believer’s submission to Allah...based on a passage in the Qur’an...and is commonly accepted among Muslims....Submission is the dominant principle...in...Islam: in its ideas, forms, ethics, and worship...[it] is the distinguishing feature that determines the specific character of the education of man that Islam intends to accomplish” (Goldziher, 1910/1981, pp. 3-4). “2: composed of three parts: its Holy texts (Koran, Hadiths, and Sharia {Islamic Law}), the people, and the clerics (who provide political and military, as well as religious guidance)” (Gawthrop, 2004, p. 30); 3: “the religious faith of Muslims including belief in Allah as the sole deity and in Muhammad as his prophet”; 4: “the civilization erected upon Islamic faith”; 5: “the group of modern nations in which Islam is the dominant religion” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 663).

*Ijtihad*: 1: “strenuous endeavor to reason” (Bakhtiar, 1996, p. 596); 2: “a process of legal reasoning and hermeneutics through which the jurist-mujtahid derives or rationalizes law on the basis of the Quran and the Sunna; during the early period, the exercise of one’s discretionary opinion...on the basis of ‘ilm” (Hallaq, 2005, p. 208).

*Imam*: 1. “leader” (Bakhtiar, 1996, p. 596); 2: “the Muslim ruler or leader. The term is also applied to mean the person leading congregational prayers” (Ibn Rushd, d. 1198/1994, p. 586; 2: “the prayer leader of a mosque”; 3: “a Muslim leader of the line of Ali held by Shiites to be the divinely appointed, sinless, infallible successors of Muhammad”; 4: “generally, prayer leader; in the doctrinal schools, the eponym or master-jurist who is presumed to have constructed the methodological foundations and the positive and theoretical principles of the *madhhab*” (Hallaq, 2005, p. 208); 5: “any of various rulers that claim descent from Muhammad and exercises spiritual and temporal leadership over a Muslim region” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 620).

*‘Ilm*: “knowledge of precedent, consisting, in the early period, of *sunan* (q.v.), but later of the Quran and Prophetic Sunna” (Hallaq, 2005, p. 208).

*Isnad*: “the *hadith*’s chain of transmitters that prefaces the *matn*” (Robinson, 2003, p. xii).

*Jihad*: “Holy fighting in the Cause of Allah or any other kind of effort to make Allah’s Word (i.e. Islam) superior. Jihad is regarded as one of the fundamentals of Islam” (Khan & al-Hilali; 2000; Part 9, p. 420).

*Jizyah*: “Head tax imposed by Islam on all non-Muslims living under the protection of an Islamic government” (Khan & al-Hilali; 2000; Part 9, p. 420).

*Jurisprudence*: 1: called *usul al-fiqh*—the principles of law” (Rahman, 1982, p. 149). 2: “1: the science or philosophy of law”; 2a: a system or body of law; b: the course of court decisions; 3: a department of law” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 679).

*Koran*: see Qur’an

*Kufr*: “Disbelief in the Articles of Faith in Islam” (Khan & al-Hilali; 2000; Part 5, p. 16; Part 9, p. 422).

*Madhhab*: “legal opinion or legal doctrine espoused by a jurist; after the third/ninth century, it also referred to a doctrinal school” (Hallaq, 2005, p. 208).

*Madhhab-opinion*: “a legal opinion held to be the most authoritative by a doctrinal school (Hallaq, 2005, p. 208).

*Madrasa*: 1: “law college” (Hallaq, 2005, p. 208); 2: “a Muslim school, college, or university that is often part of a mosque” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 746).

*Matn*: “the text of a *hadith* that follows the *isnad*” (Robinson, 2003, p. xiii).

*Mufti*: 1: “jurisprudent who issues *fatwas* (q.v.); see also *mujtahid*” (Hallaq, 2005, p. 209); 2: “a professional jurist who interprets Muslim law” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 814).

*Mujtahid*: “often interchangeable with *mufti*, one who is competent to reason from the revealed texts, fashion new rules or justify and rationalize preexistent law; see also *ijtihad*” (Hallaq, 2005, p. 209).

*Mullah*: “an educated Muslim trained in traditional religious law and doctrine and usually holding an official post” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 815).

*People of the Scripture (Book)*: Jews and Christians. Jews are described as “the greediest of mankind” and the people “who earned Allah’s anger” while the Christians were described the people who “went astray.” (Khan & al-Hilali; 2000; Part 1, pp. 33; 59, Sura 2: 96; 64, Sura 2: 105).

*Praxis*: “1. Action, Practice as a: exercise or practice of an art, science, or skill; b: customary practice or conduct; 2: practical application of a theory” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 975).

*Qur’an* also *Quran* or *Koran*: “the book composed of sacred writings accepted by Muslims as revelations made to Muhammad by Allah through the angel Gabriel (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 692).

*Sadaqa*: Charitable donations (Khan & al-Hilali; 2000; Part 1, p. 46).

*Salat*: Prayer (Khan & al-Hilali; 2000; Part 1, p. 29).

*Shariah* (*Shari’a*): 1: “the law of Islam” (Ibn Rushd, d. 1198/1994, p. 593); “Divine Law (Bakhtiar, 1996, p. 604); 2: Islamic law, including legal doctrine and the judiciary” (Hallaq, 2005, p. 209); 3: “Islamic law based on the Koran” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 1144).

*Sufi*: “a Muslim mystic” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 1248).

*Sunna* also *sunnah*: “(Plural *sunan*) 1: “the term...means an exemplary mode of conduct and the perfect verb *sanna* has the connotation of ‘setting or fashioning a mode of conduct as an example for others to follow’” (Shadid, 1989, p. 180 as cited in Hallaq, 1997, p. 10); “2: practice of the Prophet, this is, a precedent laid down by him either in the form of a saying, or an act, or an approval” (Ibn Rushd, d. 1198/1994, p. 594); 4: “established, continuous practice that had become a model to follow” (Hallaq, 2005, p. 210); 3: “The body of Islamic custom and practice based on Muhammad’s words and deeds” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 1252).

*Sura* (*Surah*): 1: a term used to refer to sections of the Qur’an (Ali, 2005; Haleem, 2004); 2: “a chapter of the Koran” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 1257).

*System* (*Organizational*): combining several theoretical definitions, systems can be defined as the interactions of nonlinear interdependent parts where properties emerge at higher levels of complexity (Bar-Yam, 1997; Bertalanffy, 1968; Checkland, 1993; Checkland & Sholes, 1990; Gharajedaghi, 1999; Laszlo, 1996; Stacey, 1996) and the properties “cannot be reduced in explanation to lower levels” (Checkland, 1993, p. 13). Checkland posits that “systems thinking is founded upon two pairs of ideas, those of *emergence and hierarchy*, and *communication and control* (p. 75) and Gharajedaghi (1999, p. 45) adds these “properties...are a product of the interactions...of the parts...and cannot be analyzed, they cannot be manipulated by analytical tools, and they do not yield to causal explanations.”

*Ulema* or *Ulama*: “1: religious scholars (Ibn Rushd, d. 1198/1994, p. 606); 2: “the body of mullahs” (*Merriam-Webster’s Collegiate Dictionary*, 2003, p. 874).

*Ummah* (*Umma*): “community” (Bakhtiar, 1996); “the Muslim nation” (Hallaq, 2005; Ibn Rushd, 1994).

*Usul al-fiqh*: 1: Jurisprudence—the principles of law” (Rahman, 1982, p. 149); 2: “legal theory that laid down the principles of linguistic-legal interpretation, theory of abrogation...consensus and juristic reasoning, among others” (Hallaq, 2005, p. 210).

*Zakat*: The third pillar of Islam, “To pay Zakat.” Zakat is a special type of a Sadaqa (charitable giving) with specific “rules and regulations” where money is collected from rich Muslims and given to poor Muslims (Khan & al-Hilali; 2000; Part 1, p. 46).



## APPENDIX B

### RESEARCHER'S PERSPECTIVE

I bring a unique perspective to this study. I am a second-generation American of English, French, and Italian descent who grew up in the northeastern region of the U.S. and a product of the Christian faith. After completing my undergraduate degree from Cornell University in Agricultural Economics, in 1975, I began my professional career as an agricultural chemical salesman in New England for a year followed by two years in U.S. federal civil service as an Assistant County Supervisor for the Farmer's Home Administration, a division of the U.S. Department of Agriculture. However, I longed to accomplish my life-long dream: flying!

In 1978, I joined the U.S. Air Force, completed pilot training, and spent the next 26 years as an active duty officer holding a variety of flying, staff, and leadership assignments including two academic positions. For my last eight years on active duty, I taught at the U.S. Army's Command and General Staff College for four years and then at the U.S. Air Force Academy's Department of Management for four years, before retiring from service in 2004. My military experience instilled in me a sense of "duty, honor, and country." It increased my passion of patriotism, it reinforced my love of the U.S., and it taught me the value of freedom; that freedom is never free. My experiences taught me that freedom requires eternal vigilance, constant defense against a plethora of attacks from internal and external sources; and that the natures of these attacks are insidious, covert, and overt. Most importantly, my experiences taught me that responsible citizenship (in any country) requires sound critical thinking skills.

While on active duty, I had the opportunity to experience several cultures, mostly through professional traveling and occasionally, personal vacations. I have visited nearly every state in the U.S., with Alaska being the only exception. I have traveled to Africa (Republic of Togo), Canada, England, France, Guam (U.S. territory), Saudi Arabia, and Spain with the majority of my time overseas spent in Riyadh, Saudi Arabia. My first trip to Saudi Arabia began in 1983 and my final trip was in 1994.

During my military career, I obtained a M.S. in Administration from Central Michigan University; a M.A. in Liberal Studies (Administration/Leadership) from the State University of NY at Plattsburgh; and, began my doctoral studies in Organization and Management at Capella University. Teaching in the Department of Management at the U.S. Air Force Academy provided my first exposure to systems thinking and its organizational applications, eventually teaching the concepts to military cadets and to graduate students at Regis University, as an adjunct faculty member. I also researched and expanded my knowledge and use of critical thinking skills.

After retiring from active duty, I moved to the Washington, D.C. area and worked in federal civil service and in the private sector as an internal business consultant and strategic management specialist; and now back in federal civil service as a strategic management specialist. Finally, from my unique viewpoint, it is critical to consider the myriad of internal and external factors and their interdependencies influencing organizations and their members. For me, using an organizational systems approach is the most valid and reliable perspective to understand the incredible complexity of modern-day organizations, how they operate, and their potential societal impact.