

The Cycles of Developing Strategic Management Fundamentals

Romualdas Piktys¹, Alminas Žaldokas²

¹ Kauno technologijos universitetas
Laisvės al. 55, LT-44309, Kaunas

² UAB "Prime Investment",
Konstitucijos pr. 7, LT-09308, Vilnius

The article studies the issues of the necessity to use the fundamentals of the strategic management theory when implementing the strategic management decisions in any particular company. Such problems are highly relevant in Lithuanian economy, when the transfer to the market economy has already finished, the privatization is in its last stage while the ideas of entrepreneurship are booming. When the economy is progressing, the risk arises that the company's strategy would be based only on the intuition and personal experience of its manager. Consequently, the demand for the successful strategic management professionals who have high theoretical background eventually increases.

The methodology of this research is based on the complex analysis of the development of strategic management practice, which includes the analysis of case studies, comprehensive literature review and the methods of logics. By analyzing the development of the strategic management practice, we have tried to show the development of the strategic management as the endless cycle, while also distinguishing the formation of the strategic management theory, its relationship to the practice. Such method of analysis has helped to relate the goals of the strategic management practice of the companies to the changing volatile environment in Lithuania.

Keywords: *strategic management, fundamentals, theoretical models.*

Introduction

The dominant fundamentals of strategic management in a particular market are based on the adaptation of the popular strategic management theories to the business environment of the particular country. The situation of strategic management in a particular company would depend on three dimensions: the dominant directions of strategic management art, the development stage of the company and its external environment. The external environment combines not only the competitive situation of the company but also the relationship between the company and the business environment, in other words, the directions of the strategic management have to be matched to the external and internal situation of the company (Chandler, 1962). As suggested by Supple (Corley, 1993), the strategic management has to be seen not only from the microeconomic perspective of the manager but also from the macroeconomic positions: the size of the corporation, internal organization, business poli-

cies and the economic development.

When studying which factors make the strongest influence on the dominant fundamentals of the strategic management art in Lithuania, it is of outmost importance to review the stages of the development of strategic management art, its concept, as well as the internal and external pressures to the choice of the fundamentals of strategic management.

The key goals of the research are to distinguish, to structure and to generalize the main conditions, which determine the necessity and the opportunities of the strategic management practice to move from the strategic management art to more active application of the key fundamentals of strategic management theory.

The development of the strategic management, the role of the strategic management in forming the fundamentals of the strategic management theories, the problems of the strategic management in the particular companies are the main objects of this research.

The authors analyze the separate cases from Lithuanian and global business history as well as a wide range of literature to come up with the conclusions of the driving forces in the development of Lithuanian strategic management.

The Model of Strategic Management Development Cycles

As shown by the global business history of the 19th and 20th centuries, the fundamentals of strategic management develop and change together with those successful ideas of strategy entrepreneurs, which can be later applied to other companies in practice and because of that can be converted by strategy theorists into universal principles. The main strategic management principles eventually become the art of strategic management, the potential to create the synthesis of organization and its environment.

By its nature, the art of strategic management cannot be based on axioms and uniform theories. The art of strategic management is what the strategic management genius, who is the pioneer of the new way easing the company's adaptation to the volatile environment, communicates to other managers. Let's take decentralization as the example of the strategic management art. Sloan, former manager of General Motors, delegated a wide range of decision making to his subordinates, decentralized the organization and thus saved General Motors from the likely bankruptcy. Since inevitably the companies are not self-sufficient enti-

ties, but cooperative individuals of economy, positive lessons of strategic management discovered by one company quickly spread among its partners. Thus the decentralization theory gradually became popular among the partners and competitors of General Motors. At the same time, the

idea of decentralization was widely developed at the academic level, especially after the appearance of McGregor's Theory X and Theory Y. At last, the contemporary strategic management became unimaginable without the influence of decentralization.

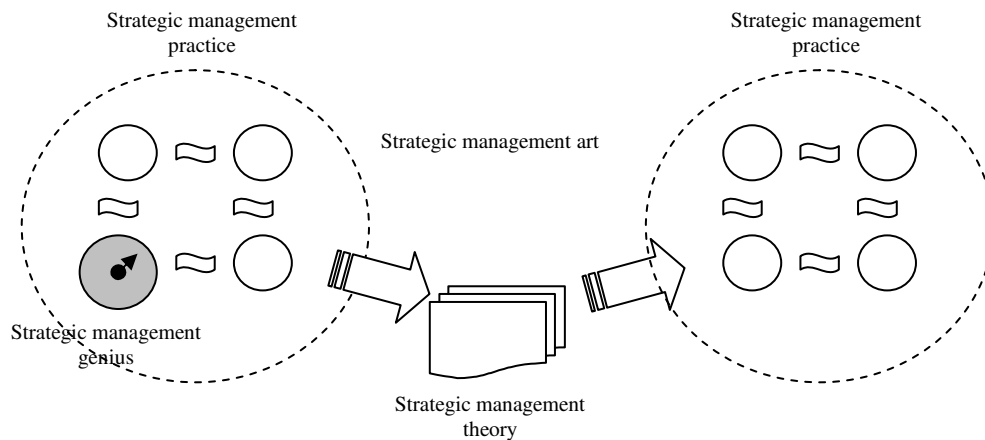


Figure 1. Elements of strategic management

Hence, the art of strategic management, stated in the strategic management theory (though not necessarily in the written doctrine form), returns to the practice of managers so that it can be applied to specific management situations. Since these situations differ in personalities which implement them as well as in the circumstances which influence them, only the basic fundamentals of strategic management, that generalize the actions of strategic management geniuses in managing the strategic change, can be recorded in the strategic management theories. Thus, the purpose of strategic management theories is to describe the strategic management art and to transfer the structured knowledge to the application of strategic management art in practice. It is worth noting that the strategic management theories lately gained a deeper tone, as the business of management education took off, business consultants gained higher budgets to execute parallel researches while together with the digital revolution the opportunities to adapt new quantitative methodologies for analysis appeared.

The Foundations of Strategic Management Fundamentals

According to Repenning (1999), the major link in the development of strategic management cycles is the implementation of strategic management theories in practice. If strategic management theories are based only on the synthetic models, the simulation of theorists who develop such strategic management theories, can be often insufficient, considering the complex dynamic process in every organization. Such theories as "job enrichment", "quality circles", "total quality management or "business process re-engineering" have been widely discussed across the academics as well as business press, however, have not been successfully adapted in the practice (Dean and Bowen, 1994).

By passing the foundation of strong theoretical background, successful managers start developing the strategic

management theories themselves. Since the strategic management theory in its narrow sense is also a commodity (which is best represented by the Funky Business of Riddlerstrale and Nordstrom), popular business managers encourage the birth of the derivatives of strategic management theories. Such derivatives often skip deep analysis of the fundamentals of strategic management art and limit themselves to the biographic descriptions of successful management practice. They are based on the external conditions at one particular period, management style as well as the personal characters of the individual managers. Packed as the commodities themselves they continuously change but bring only new buzzwords, although these can be easily mistaken with the new principles of strategic management art. The derivatives of strategic management theories turn strategic management into the means of motivation since the major aim of new terms is to unite the company or the team with the new idea or, in other words, the new goal. Thus even such derivatives can become an important aspect of strategic management.

On the other hand, by analyzing personal as well as the experience of other companies some of the managers indeed become strong theorists of strategic management. For instance, before becoming the scholar of strategic management theories, Ansoff served as the CEO of Lockheed Electronics and personally faced the problems of creating and adopting corporate strategies (Jucevicius, 1998)

Strong theoretical background of strategic management is also necessary in the respect that it is often (especially in the cases of autobiographies) easily forgotten that all companies start to create the strategic management in different external and internal situations, different environment and resources. Hence, even well-researched successful strategic management of one or several companies can be inapplicable to other situations if the scholars creating management theory would not adopt the strategic management innovation to general cases.

In addition, even good knowledge of the personalities

of strategic management geniuses and their new masterpieces of strategic management art does not mean all necessary assumptions for the scholars to create the management theory that would be relevant to other companies and situations. As shown by the example of Taylorism, the conclusions of strategic management scholar from the research in one company (by the way, likely done with the prejudice), because of the dynamics of the organizations and its employees not necessarily becomes the correct example for the strategic management of the other companies. The theory that can be safely transferred to the operations of other companies also needs the example of strategic management art, shown ability of the strategic management genius to master the solutions of strategic management in the dynamic organization and volatile external environment. According to Jucevicius (1998), even the famous works of Chandler were based on limited practical observations, not the examples of strategic management art but synthetic modeling of managerial decisions.

Such authors as Peters and Watterman (1982), who claim that every company is unique and every manager takes the decisions, based on his or her unique resources, praise the distinctiveness of every manager's management practice and effectively say that universal management theories are inapplicable. The other extreme is secured by those authors who state that companies facing similar environment will act in the same manner, which simplifies and mechanizes the management practice and makes the use of the strategic management theories absolute. The link between strategic management theories and management practice, i.e. the degree by which strategic management practice learns from the theory, the applicability and adaptation of theory, is the part of the strategic management art. It shows to which level the decisions of managing each and every company have to be standardized and to which level they have to be innovative and independent to each situation.

Only the strong existence of all three elements: strategic management practice, strategic management scholars and the example of strategic management art can ensure the formation of such new strategic management direction that can be successfully used in practice in creating more effective link between the company and its environment.

Common Challenges of Strategic Management Art

However, even the strong existence of all three elements may not be sufficient that for new strategic management direction to be formed, since the links between the elements (strategic management genius-strategic management practice-strategic management theory-strategic management practice) are as important as the elements themselves.

First, strategic management theory is highly dependent on the empirical cognition and on itself; the academic studies cannot reveal the new trend of the successful strategic management. Hence, the strategic management theory explains how the theorists understand the cause and effect relationship of the actions of strategic management geniuses in managing the strategic change and the development of their companies. In the holistic sense it can also

mean the position of the individual in the relationship with the outer world, nature, technology. The scholars of strategic management, as suggested by Lamoreaux, Raft and Ternin (1997), should reveal not only the decisions that are chosen by the managers but also their alternatives, i.e. the decisions that were not chosen, as well as to try to understand how those alternatives were understood by the managers and why they were not selected. According to Coase (Corley, 1993), such decisions are usually related to the bundle of resources that the manager decided to use in the particular situation.

Even the conversion of the new principles of strategic management art into the theory is influenced by the strategic management practice. Hence, the strategic management theory does not dare to describe even the successful examples of strategic management in the separate organizations if they are uncommon in the wider practice or they cannot be linked to the features of other manager's strategic management art. These features may not become separate principles of strategic management; however, the mosaic theory can link them into a new trend of strategic management.

Miscommunication can happen in every stage: theorists can misunderstand the actions of the strategic management geniuses in managing strategic change, whereas the managers, adapting the strategic management art from the theoretical background can misapply in practice even the well-formed theories. Even those managers who have a good understanding of the theoretical background and its possible application in practice are subject to the human error and irrational actions because of the overvalued self-confidence (though it is a natural character among the managers), insufficient willingness to change, a risk to lose the current position, assets, value.

The fundamentals of the strategic management is the basis for individual strategies that can be together perceived as the strategic management practice. Though strategic management practice is directly dependant on the strategic management theory as well as the common principles of strategic management art in a given period and might appear as universal, if the manager wants to be more successful than its competitors, he or she has to reject the "me too" strategy and try to improve the strategic management practice and in this way to become the strategic management genius of his or her period. The problem appears when the search for new competitive advantages becomes the confidence that the manager has already become the genius of strategic management and can ignore the new trends in the strategic management.

Dynamic Internal Development of Organizations

First, due to different experiences of every company and varying impact of the volatile environment, it would be hardly possible to group the endless variations of the internal organizational development. However, for the purposes of this article it is sufficient to name the key major stages of the development of companies. Let's take the classic example of the development of U.S. textile industry in the 19th century (Thomson, 1993). When the first textile factories tried to implement the technological change they used internal knowledge of the company.

Thus, the leading companies such as Boston Manufacturing Company or Lowell companies were vertically integrated while the managers of the company inevitably found themselves at the centre of information flows. In the middle of the 19th century, the textile companies (especially Lowell's) grew in size, started to diversify their activities and try to apply the strategic management knowledge into other businesses. However, eventually it became harder for the managers of the large and diversified companies to master the business processes, thus, the vertically disintegration of their institutions appeared as the natural solution. Separate companies had much higher potential and flexibility for growth.

Companies develop in the similar manner in every new market, including Lithuania. For instance, the largest companies in Lithuanian information technology market started their operations from assembling computers. Later they started to provide higher value added solutions for computers, while some of them started to diversify their activities by entering the businesses which are not related to the information technologies but which are based on the same sales or marketing techniques. At last, the leaders of the sector turned their companies into the holding-based structures and vertically disintegrated the operations, so that every new company can improve their unique competitive advantages. The possibilities to adapt the new fundamentals of strategic management art highly depend on whether they can directly be applied to the development structure of the company.

Second, as the strategic management eventually creates the routine of the company, the company is as successful as successful is its routine (Usselman, 1993). Thus, any innovations in the strategic management, which attempt to change this routine, risk to be unrealized if they do not allow for the application of the strategic management theories in the dynamic internal organizations, including the personal relationships between employees and the routines they are used to.

Third, even if the company holds an excellent strategy, it does not necessarily mean it has (or even needs) a strategic management. Though the strategy can be found in the organizations of any size, strategic management can be implemented only in the companies that have naturally reached complex organizational structures and become managerial. Such companies should not depend on the flexibility as the key competitive advantage and the limited number of founders shall not be irreplaceable people in the company. Other companies, named non-managerial by Penrose, are usually family- or founder-managed companies. Thomson emphasizes the inseparability of managers and owners is the key criterion to separate non-managerial companies from managerial ones. Despite that non-managerial companies possess their own directions and even strategies, the formation of strategic management in such companies would detract the significant amount of valuable resources, while the strategic management would not create more value than letting the owners of the companies to feel more important.

The turn of the non-managerial companies into managerial often coincides with the change of the first generation of the owners. As the former owner and manager of the company wants to pass his or her business to the de-

scendants or relatives, he or she faces a significant challenge, how to secure the successful management. New owners would not have enough charisma, recognition and even the inner energy to continue the success of the company at the same level, thus, at the moment of inheritance the needs of strategic management and operational management start to differ. As shown by the experience of the largest family businesses in the world, the operational management is often passed to the employed external professional managers. Meanwhile, the family has to ensure the proper strategic management if it wants to keep the business successfully developing generation by generation. As the family businesses have lower chances to attract additional capital, the renewal of management has to be even more active and careful than in the public companies or the companies with institutional shareholders. On the other hand, family businesses are more open to changes, as they are more oriented to the long-term results than listed enterprises.

Since the geniuses of strategic management can be often characterized by individuality, they merge the strategic and operational management into one. Thus, the major challenge in the process of business inheritance is to separate the operational and strategic management. Though the family, which keeps the strategic management in its hands, gets rid of the concerns of the day-to-day management problems, it risks from becoming too remote from the possibilities to renew the strategic management of the company. Respectively, the family becomes the consumer of the strategic management art more than the creators. On the other hand, they become more open to the changes in the trends of strategic management art than the geniuses of strategic management who seek their personal solutions. In a short time period the turn of non-managerial companies into managerial will become a big challenge of adopting strategic management in Lithuania as the entrepreneurs who found their businesses on the edge of independence advance in age.

Certainly, the separation of operational and strategic management can be effective only when the business is of the sufficient size because such separation is also the imposition of bureaucracy which can be ineffective in the smaller enterprises.

Last, if new fundamentals of strategic management art become structured in theories and spread in practice, their application becomes a necessity in the competitive environment. The manager has to be constantly aware of the possibilities of the change in the fundamentals of the strategic management art. Hence, the internal structure of his company has to hold a potential for the change. The manager, who ignores the updates of the strategic management art and does not accept the theories, is usually a supporter of strong administrative control. It usually creates the conflict with the subdivisions of the company which see the need to adapt to the environment. In such case, the organization is not associated with a common backbone of superior and subordinate relationship. Consequently, loose backbone can stimulate the appearance of the agent disorder, when the divisions grow away from the control since their presence in the organisation start to encumber the chance to implement their goals of strategic management.

The Link between Strategic Management Art and the External Environment

The mainstream strategic management practice has a high influence on how the strategic management art can be formulated in the theory. As emphasized in Coase (Corley, 1993), strategic management differs in manufacturing, sales and marketing companies since every of them wants to reflect the fundamentals of their markets inside their organizations. New trends of strategic management art can appear in each of these differing markets while even more specialized trends of strategic management art can be found even in each industry or industry's sector (as the strategy is needed to position the organization in its industry, Porter, 1985). However, if successful, even the specialized trends of strategic management eventually become universal fundamentals of strategic management art.

As Sun Tzu in his Art of War highlighted that the opportunity to destroy the enemy is provided by the enemy itself, knowing well the competitors and the competitive environment is a prerequisite in choosing the strategic management model. Porter defines it as the five forces, while Nash's game theory puts into the quantitative framework, however, by and large both of these models are concerned about displaying the application of the strategic management art to the external environment.

The adoption of the strategic management art, namely, the proportion of the managers who acknowledge the theoretical background and those who are confident only with their personal strategic management practice, is influenced by the position of the business cycles in the country's economy. At the times of economic downturn MBA schools and their graduates are less popular. When the companies have fewer chances to keep large number of high-paid white-collar employees, the potential geniuses of the strategic management who earlier preferred promising career over the entrepreneurship, start their own businesses. At the same moment, the formerly popular theories at the slow-down of the economy become less reliable. Consequently, the influence of the strategic management theories to the strategic management in the downturn of the economy is lower than in the times of prosperity. When the economy is booming, the professional managers can invest their time and money into the theoretical studies of the strategic management, the level of entrepreneurship is lower and the global MBA schools can invest into the marketing of the idea that only good understanding of strategic management theories can bring success to the businesses. Thus the development of the strategic management art is influenced by the economic cycles and the economic situation of the world and the country.

However, the external environment is not only the competitive situation or the economic situation of the country where the theoretical strategic management solutions can be always found, but also the government's relationship to the particular industry or the business in general. When the government grows away from the business and starts implementing the policies that limit the development of business, in the democratic societies the corporate world takes over the government of the country and starts more active lobbying actions. Consequently, the strategic management becomes more oriented not into creating

a more effective organization and increasing the competitive advantages but into the formation of the external environment that would eventually allow it.

In this respect Lithuania not only faces the rise of different associations that represent businessmen in the disputes with the government in a number of committees (Tripartite Council on Labor Issues, Transport and Transit Committee) but the businessmen themselves become open players in the politics.

Such practice of strategic management lets understand the concept strategic management from a completely different angle. If according to the classical perception of the strategic management, organization constructs its strategy so that it can adapt to the dynamic political-legal environment (the philosophy of survival), the contemporary understanding of strategic management already includes the participation of the organization in forming the environment so that it matches the strategic goals of the company (the philosophy of development).

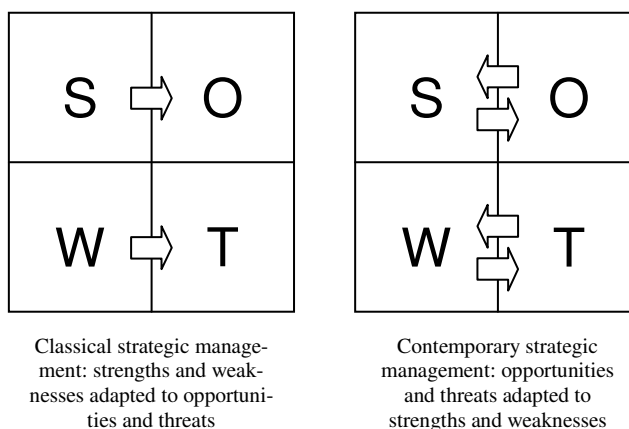


Figure 2. Transformation of SWOT method of analysis

Such trend can be illustrated by the transformation of the widely used SWOT method of analysis. According to the classical philosophy of strategic management, the environment forms the opportunities and threats for the organization while the resources of the company define its strengths and weaknesses. The resources of the organization have to be reorganized so that the threats are minimized while the opportunities used up at the greatest level. This process becomes double-sided in the contemporary strategic management since in addition to the classical practice, the managers try to influence environment in such a way that it would let the organization to minimize the effect of its weaknesses and maximize the strengths.

As the needs of every individual grow according to the Maslow's pyramid from those material, quickly satisfied demands, to the long-term self-realization, so the directions of strategic management change according to the positions of companies and the cycles of economy. At the beginning the strategic management is concerned with the creation of the foundations for the fair and successful development of business, later it is interested in the quick reorganization of the cost structures while at the very end it cares about such long-term immaterial problems as ethics or environmental protection.

Conclusions

As the novelty of the research is its attempt to analyze the issues of strategic management using the framework of the development of strategic management art, we try to check upon every driving force of the development of strategic management art and see how strongly it matches the current situation in Lithuanian business world.

The art of strategic management, the discovered new way of managing strategic change, together with the dominant strategic management practice creates the theory of strategic management, which influences the development of the renewed strategic management practice and eventually the new fundamentals of strategic management art. The development of the strategic management theory can be pictured as the sandglass, when the grain of sand, companies, are filtered by the new fundamentals of strategic management art, stated in the theory and slowly converge into new practice of strategic management. Such sandglass of strategic management is extremely complex since not only are the grain of sand, companies, affected by the volatile environment, but the managers themselves start influencing them. As noted by Jucevicius (1998), the development of the science of strategic management cannot lag the change in the dynamics and variety of the environmental conditions.

Hence, as said by Neslon and Winter theory (Usselman, 1993), the biological process of natural selection cannot strictly be applied to economic affairs because economic species (firms) can actively seek to influence the environment that selects upon them (the market, whereas biological species are selected passively and unknowingly). Such active influence of the environment is the major factor affecting the development and application of the fundamentals of strategic management art in Lithuanian companies. Dominant strategic management theoretical schools, internal dynamics of organization and the competitive forces become less important than creating proper environment to the business. Since there is no balanced relationship between government and business, the mission to create a proper environment is undertaken by businessmen and, respectively, those business structures which have the highest potential of lobbyism.

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Romualdas Piktys, Alminas Žaldokas

Strateginio valdymo raidos ciklas

Santrauka

Straipsnyje nagrinėjamos problemos, susijusios su įmonių būtinumu strateginį valdymą vykdyti remiantis universaliais valdymo teorijos principais. Tai tampa ypač aktualu Lietuvoje, įmonėms perėjus nuo planinės į rinkos ekonomikos sąlygas, vykstant privatizacijos ir antreprenerystės bumui. Spartaus ekonomikos vystymosi sąlygomis didėja rizika grįžti įmonės strategiją vien tik vadovo – genijaus intuicija, jo asmenine patirtimi. Vis labiau didėja kvalifikuotų valdymo strategijos specialistų, turinčių ne tik strateginio valdymo praktikos, bet ir teorijos įgūdžių, poreikis.

Šio tyrimo metodologija daugiausia remiasi strateginio valdymo praktikos raidos kompleksine analize, įskaitant išsamią literatūros analizę, atskirų atvejų gilią analizę ir loginių metodų taikymą. Šiuo tyrimu straipsnyje pabandyta pavaizduoti strateginio valdymo vystymąsi kaip nesibaigiantį ciklą, kad būtų galima išskirti teorijos formavimosi aplinkybes, jos sąsają su praktika. Tokiu analizės metodu bandyta pagrįsti įmonių strateginio valdymo praktikos tikslų kaitą priklausomai nuo aplinkos pokyčių dinamikos Lietuvoje.

Tačiau išorinė aplinka – tai ne tik konkurencinė situacija ar šalies ekonominė padėtis, prie kurios bet kuriuo atveju yra pritaikomi vyraujančios strateginio valdymo mokyklos sprendimai, bet ir valstybės santykis su konkrečia industrija ar apskritai su verslu. Kuomet valstybė nuo verslo atitrūksta, imasi įgyvendinti verslo plėtrą truk-

dančius sprendimus, demokratinėje kapitalistinėje santvarkoje verslas perima valstybės valdymą, daro stipresnę lobistinę įtaką. Tada strateginis valdymas tampa orientuotas ne į įmonės veiklos efektyvumą bei konkurencinių pranašumų didinimą iš savęs, bet į tam tinkamos aplinkos formavimą.

Taip Lietuvoje ne tik kuriasi verslininkams atstovaujančios asociacijos, kurios vėliau įtraukiamos į bendrą disputą su valstybe įvairiuose komitetuose (Trišalė darbo taryba, Transporto ir tranzito komitetas), bet verslininkai patys tampa atvirais politikos žaidėjais.

Tokia strateginio valdymo praktika leidžia kiek kitaip traktuoti ir pačią strateginio valdymo sampratą. Klasikinėje strateginio valdymo teorijoje pagrindinis akcentas buvo organizacijos sugebėjimo adaptavimasis prie dinamiškos politinės-teisinės aplinkos (išlikimo koncepcija), o šiuolaikinė strateginio valdymo samprata jau apima ir dalyvavimą tos aplinkos formavime, pritaikant pastarąją organizacijos strateginiams tikslams (vystymosi koncepcija).

Tai iliustruoja plačiai strateginiame valdyme taikomo, SSG (SWOT) analizės metodo transformacija. Pagal klasikinę strateginio valdymo teoriją aplinka formuojasi organizacijos strategijoje galimas grėsmes ir galimybes, organizacijos išteklių atitinkamai – silpnąsias ir stipriąsias jos vietas. Remiantis klasikine samprata organizacijos ištekliai perorganizuojami dėl to, kad būtų sumažintos grėsmės ir maksimaliai išnaudotos galimybės. Šiuolaikiniame strateginiame valdyme procesas tampa dvipusis – stengiamasi paveikti aplinką taip, kad ši leistų organizacijai kuo geriau realizuoti savo stiprybes ir sumažintų silpnų vietų įtaką.

Kaip ir kiekvieno asmens poreikiai auga pagal Maslow piramidę iš labiau materialių, greitai įgyvendinamų poreikių ilgalaikės savęs realizacijos link, taip ir valdymo menų kryptys priklausomai nuo kompanijų ir ekonomikos padėties, taip pat šalies verslo aplinkos keičiasi, nuo visų pirma pakankamo pagrindo sąžiningai ir perspektyviai vystyti verslą sukūrimo iki greito kaštų perorganizavimo sprendimų ar palaipsniui net tokių ilgalaikių nematerialių problemų – kaip etika ar aplinkosauga.

Valdymo menas, kartu su jau vyraujančia praktika kuria strateginio valdymo teoriją, iš kurios formuojasi atnaujinta valdymo praktika bei palaipsniui vystosi nauji valdymo menų principai.

Didinant įmonių strateginio valdymo efektyvumą, būtina palaipsniui mažinti „žmogiškojo faktoriaus“ įtaką šiam procesui – perduoti pagrindinį vaidmenį strateginiame valdyme profesionaliems vadovams.

Straipsnyje nagrinėjamos socialiai jautrios problemos, t.y. tokios, kurios susijusios su neišvengiamu būtinumu palaipsniui nusipelnčius vadovus keisti kvalifikuotais strateginio valdymo specialistais, kadangi išaugo reikalavimai tiek įmonių vidiniams poreikiams, tiek jų sąsajoms su valstybinio lygmeniu. Šis neišvengiamumas tampa aktualus ir Lietuvoje, kadangi vis dažniau savininkas dėl kokių nors priežasčių yra priverstas perduoti savo verslą įpėdiniais arba samdytiems vadybininkams.

Tam tikru metu konkrečioje rinkoje vyraujantys strateginio valdymo menų principai remiasi į pasaulyje tuo metu paplitusių strateginio valdymo teorijų mokyklų prisitaikymą prie šalies verslo aplinkos. Tuo tarpu konkrečios įmonės strateginio valdymo pozicija priklausys jau nuo trijų pagrindinių dimensijų: vyraujančio strateginio valdymo menų krypties šalyje, įmonės vystymosi padėties bei išorinės aplinkos. Ši išorinė aplinka apima ne tik įmonės konkurencinę situaciją, bet ir bendrą konkrečios įmonės santykį su verslo aplinka, kitaip tariant, vyraujančios strateginio valdymo kryptis turi būti derinama prie įmonės vidinės ir išorinės situacijos

(Chandler, 1962). Arba, kaip siūlo Supple (Corley, 1993), į strateginį valdymą reikia žiūrėti ne tik iš mikroekonominės antreprenerio (vadovo) perspektyvos, bet ir iš makroekonominių pozicijų: korporacijos dydžio, vidinės organizacijos, verslo politikos ir ekonomikos vystymosi stadijos.

Nagrinėjant, kurie faktoriai šiuo metu stipriausiai veikia Lietuvoje vyraujančias strateginio valdymo menų kryptis, būtina apžvelgti strateginio valdymo menų kūrimosi stadijas, sampratą (kartu išryškinant, kokios jėgos labiausiai veikia patį strateginio valdymo meną), taip pat ir strateginio valdymo principų pasirinkimui įtaką darančius pagrindinius vidinius bei išorinius poveikius.

Svarbiausias tyrimo tikslas yra iškirti, susisteminti ir apibendrinti pagrindines aplinkybes, lemiančias būtinumą ir galimybes įmonių strateginio valdymo praktikoje palaipsniui pereiti nuo valdymo menų prie valdymo teorijos pagrindinių principų taikymo. Kiti tyrimo tikslai – išnagrinėti strateginio valdymo vystymosi proceso ypatybes bei jų sąsajas su dabartine situacija.

Strateginio valdymo raida, valdymo menų vaidmuo formuojant valdymo teoretinius pagrindus, įmonių strateginio valdymo problemos yra pagrindiniai tyrimo objektai.

Autoriai analizuoja atskirus Lietuvos ir pasaulio verslo istorijos atvejus, taip pat plačią literatūrą, norėdami gauti atsakymą, kurie pagrindiniai veiksniai daro įtaką Lietuvos strateginio valdymo vystymuisi.

Straipsnis naujai pažiūri į nagrinėjamus klausimus, bandydamas aktualias strateginio valdymo problemas nagrinėti per strateginio valdymo vystymosi cikliškojo primę, atrasti, kas labiausiai veikia strateginio valdymo Lietuvoje vystymąsi.

Strateginio valdymo menas, atrastas sėkmingas pasikeitimų valdymo būdas, kartu su jau vyraujančia valdymo praktika kuria valdymo teoriją, iš kurios formuojasi atnaujinta valdymo praktika bei palaipsniui kuriasi nauji valdymo menų principai. Strateginio valdymo teorijos vystymosi raida pakartoja smėlio laikrodžio principą, kai smėlio grūdėliai, kompanijos yra filtruojami naujo valdymo menų principo, užfiksuoto teorijoje, ir vėl susilieja į bendrą, atnaujintą valdymo praktiką. Šis valdymo teorijos smėlio laikrodis itin sudėtingas, nes tuo pačiu metu smėlio grūdėlius, kompanijas, veikia skirtingos valdymo teorijos, skirtingi ir dažnai konfliktuojantys tarpusavyje strateginio valdymo menų principai bei nuolatos besikeičianti išorinė aplinka. Kaip pažymi ir Jucevičius (1998), strateginio valdymo mokslo plėtros dinamika negali atsilikti nuo 1993 aplinkos sąlygų kitimo dinamikos ir įvairovės.

Taigi, anot Neslono ir Winterio teorijos (Usselman.), biologinis natūralios atrankos procesas negali būti tiesiogiai pritaikomas verslui, kadangi verslo gyvūnai (įmonės) aktyviai siekia daryti įtaką išorinei aplinkai (rinkai), kuri juos pasirenka, tuo tarpu biologinės rūšys yra pasirenkamos, pačios to nežinodamos. Būtent tai, aktyvus aplinkos veikimas, tačiau ne tik rinkos, bet ir verslo santykio su valstybe, yra pagrindinis strateginio valdymo menų principų kūrimąsi ir taikymą Lietuvos įmonėse formuojantis veiksnys. Vyraujančios strateginio valdymo mokyklos, vidinė organizacijų dinamika bei konkurencinės jėgos šiuo metu tampa mažiau svarbios nei verslui tinkamos aplinkos sukūrimas. Nesant sukurto subalansuoto valstybės santykio su verslu, šią misiją įgyvendinti imasi patys verslininkai, o kai aplinkos formavimasis pereina į tokią stadiją, tai neabejotinai daro didžiausią lobistinių pajėgumų turinčios verslo grupės.

Raktažodžiai: *strateginis valdymas, metodologija, teorinis modelis.*

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