

APPLYING MANAGEMENT THEORY TO THE ANALYSIS OF THE LIFE OF VARIOUS HUMAN COMMUNITIES

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Abstract. The management theory was developed in the course of studying the productive activities of industrial enterprises, but there are many organizations and other human communities, where a wider use of management theory findings can be effective. The main goals of this article are the identification of possibilities and ways of using the dependencies and principles, developed by the management theory in different types of human communities. The basic concepts of the management theory, adaptable to different communities, are analyzed in the first part of the article. The ways of analyzing the possibilities of using the management theory in a particular community are described in the second part of the work. The creation of a theoretical management model for the community considered is described in the third part of the paper. The use of the management theory in the family life is presented as an example. The formulation of the mission of Lithuanian state is a case study, completing the article.

Keywords: community, mission, organization, management, structure, functions.

1. Introduction

The fundamentals of the management theory were developed in the course of studying the productive activities of industrial enterprises. The inadequacy of these fundamentals for service organizations, in spite of the possibility of using the main theoretical principles effectively, became clear in the second half of the last century, and they were supplemented with some special theoretical elements (Miringoff 1980). Some problems of using management theory's fundamentals in organizations creating intellectual products, e.g. projects, computer programs, etc., were also identified at the end of the last century, but there exist many organizations, where a wider use of management theory findings can be effective (Managing 1980; Chacko 1988; Stryjan 1989).

Analyzing of possibilities of applying management science in various human communities is the object of main scientific interest of the author for more than decade. The first publication on this problem in 1998 was inspired by researches of communities of inhabitants of multi-flat houses. It was followed by articles on the basis of researches of public administration (2002), intellectual products making organizations (2003), political parties (2004) and families (2006). The special field of author's interest is a state, which can hardly be considered an organization until now. Author's ideas formulated firstly in 1999, were developed in his later researches of the legal system as an element of management of a state (2002, 2002, 2006).

The theoretical fundamentals for analyzing possibilities of application of management science

in various communities, composed by the author published in his monograph (2003).

Generalization of the ideas of the last period of author's scientific activities and creating some kind of model for identification of possibilities and formulation of the ways of using the dependencies and principles developed by the management theory in different types of human communities are the goals of this article.

2. The basic concepts of management theory, adaptable to different communities

Joint work has become necessary to humans at the dawn of civilization because they were often faced with the situations when their survival was dependent on the help of others. The coordination of work efforts, later named management, had been considered a special kind of human activities long before the diversity of other work activities, led to professional division of jobs. These special activities were a responsibility of the strongest members of communities. These members later became the leaders or chiefs. Understanding of the dependencies and rules of common activities coordination could be an object of interest to a very small part of the community members holding the top hierarchical positions. Therefore, it could be considered a privilege of ruling persons, covered with some secrecy. On the contrary, the rules governing common work and even human behaviour, required for community survival, on the contrary, had to be clearly formulated and declared widely. Fast and intensive development of lawyers' activities was inspired, requiring a great

number of professionals in this field. Therefore, the science of jurisprudence made its first steps much earlier than other branches of sciences. Industrialization, taking place in the 19th century, inspired fast growth of the number of people having knowledge and skills in dividing a large amount of work among the group of people and coordinating the performance of work pieces as a single productive process. The need for professional managers became clear only at the end of the 19th century, while the management science was born in 1903 with Taylor's book "The shop management". We have a paradoxical situation, which can be described as a birth of mother (management theory) several millennia after her eldest daughter (jurisprudence) was born. The youth of management science is characterized by the absence of a correct conventional definition of the management as a kind of activities (Bartol & Martin 1991; Daft 2003). From my point of view the most correct definition is suggested by a Lithuanian professor of management Povilas Zakarevicius (1998), who states that management is total governing of an organization in all fields of its activities, taking into account that the organization is more than one person making joint efforts for achieving a common goal.

The perception of management is based on the concept of organization as a dynamic socio – technical system, consisting of personnel, work means, object of work, technological work process, and work product as the elements of this system.

Common human activities are inspired by the goal, embracing consciously chosen and clearly understood desired characteristics of the future situation. The main goal, the mission of an organization, which, according to Barnard (1968) should be expressed in terms of the consumer needs for the organization's product, is the main driving force behind all management activities.

The mission of an organization can be achieved through its everyday work activities. The strategy associated with a particular clearly expressed organization's product, market situation, amount and technology of production, personnel and characteristics of the financial situation, planned for the most distant and possibly properly forecast future should be developed for connecting everyday activities of the organization members with the mission, defined in too general terms for management needs.

Organization management structure, which is a composition of groups of an organization's members having different knowledge and skills, required for successful realization of its mission and strategy, should be designed for effective divi-

sion of works in all fields of organization's activities. Organization management structure shows the subordination of all its elements and, on this basis, subordination of all occupational positions required in an organization. Each member of an organization, having a particular occupational position can understand his/her place and role in all the organizational life on the basis of the management structure of an organization.

Organization management structure usually contains three types of subsystems. The basis of organization is a line subsystem, composed of operators, organization's members directly participating in the process of transforming an organization's work object into its product. A line subsystem, embracing the largest number of an organization's members, often should be formed as a multilevel hierarchical structure. Another type of subsystems presents functional management subsystems, composed of professionals in different fields of organization's activities, creating rules of work behaviour in an organization and making decisions needed in its life. The third type of subsystems includes service or support subsystems composed of an organization's members able to create work conditions, required for ensuring effective and efficient work of all organization's members.

The manager's work process consists of two stages: management decision making and implementing this decision by the efforts of his/her subordinates.

Decision making is an activity, which should be performed before taking any conscious action. Therefore, a specific part of manager's work, distinguishing it from all other kinds of activities is implementing of a decision using the efforts of other people. To this end a manager should realize the cycle of management, consisting of four elements, referred to as management functions in contemporary management textbooks (Bartol & Martin 1991; Daft 2003). The first element is planning: including the establishment of the sequence of works, required for implementing management decision. It is followed by organizing, i.e. creating of a socio-technical system for realizing the planned works and supplying the system with required resources. The third is motivating, i.e. inspiring the organization's members included into the system to work productively and at high quality. The last element of the cycle is controlling (I think, that the better name for this would be "supervising", because the term "controlling" is too general, even wider than the term "management"), embracing the: comparison of the actual situation in the work process with the planned state and taking corrective actions, if required.

3. Feasibility study of using management theory in a particular community

The main element of an organization is its personnel – a collection of human beings, acting in the organization. The analysis of personnel composition is the first step in making clear whether the community analyzed is a suitable target area for management theory application. The first question to be answered is a list of professions of all community members, because the object of management, an organization, is making some product and any product-making process must be divided among the organization's members according to their professional competence. Professional composition of members can show further steps of community analysis. The question about the rules of entering and leaving the community is also important, because industrial organizations, used as the basis for management theory formulation, are formed after holding the negotiation between a pretender to enter and a representative of the organization's management and reaching the agreement about the conditions of entering and leaving an organization.

Only the organizations, created for entertainment of their members, and using their own resources enabling organization to act, can do not participate in the exchange of their work product for resources, needed to survive, with their environment. Organizations, created for long lasting existence must supply their work product to some consumer beyond an organization. The third question in the analysis of community is the identification of all the products of its common activities. Usually, organizations produce a variety of products, some of them being a combination of things, services and intellectual products. The diversity of products must be identified because the main of these products can be used as a basis for determining the mission of community as an organization and the specific features of management theory application can be recognized. The work objects, of which all products are made, and all technological processes and operations of transforming work objects into work products must be also identified, wanting to have a full picture of product making processes going on in the community.

The next step is defining the organization's mission. It is a complicated problem, because the importance of the concept of the organization's mission not only for management but also for other facets of its existence had been realized only in the second half of the last century. A number of successfully operating organizations with not clearly formulated concept of their mission can be found in reality. The concept of mission is absolutely new for many human communities, and only religious

communities are familiar with it. The contemporary management theory considers the concept of organization's mission as a basis for management of work division and building organization management structure (organization design), as well as an effective tool for conciliating the organization members' needs and interests with the needs of consumers of the products of the organization, and motivating quality and productive work. The product, whose making is most time-consuming, can be the main factor in defining the concept of organization's mission. If this product does exist, the role of its consumers among the consumers of other organization's products for organization's survival should be taken into consideration. Having identified such a product and such a consumer, the organization's mission can be formulated as meeting the needs, for whom the product is created, of a clearly defined part of all organization products' consumers, for whom the product is created. The predictable changes of product consumers, their needs and product itself must be included into mission formulation. If it is not possible to determine such a product or such a consumer, some composition of products and consumers can be chosen for mission formulation. Sometimes, this way is not productive either. However it is possible to determine, if there are some other elements of social environment, such as other communities, organizations or groups of people, interested in the existence of the community analyzed. If so, their interest should be described, the product of the organization's activities, matching this interest, identified, and the mission should be defined on this basis. Thus, the formulation of the mission as a common goal, and direction of the efforts of the community members, enables us to consider a particular community an organization and to search for possibilities of effective application of the management theory.

The next step is the comparison of its elements with the elements of a traditional industrial organization in order to identify special features of the organization, influencing the realization of management functions. The differences in personnel, work products, work objects and technological work processes should be identified and the influence of these differences on management work should be determined. The activities aimed at management theory application in the community can be started based on the analysis described.

4. Creating a theoretical management model for the community analyzed

The work of creating an organization for permanent activities should be begun with designing of

product making technology: choosing work objects and planning the steps for transforming these objects into the work product, mentioned above in the mission's formulation. If an organization makes more products, they must be considered as an additional activity of organization and adapting the process of their making to the conditions of the main product's making. We can be faced with several problems in understanding a product making process in communities, since it has never been an object of management and technological analysis, but it is an obligatory step for defining the possibilities of management theory application, because if an organization exists, it should coordinate its activities for achieving a common goal. Moreover, these activities should be divided among the community members, and this division can be realized by following a particular technological process of product making. It is possible that a community, not clearly understanding its mission, has never thought about its work product and technological process of its making. Product making practice in these organizations can be critically assessed from the point of view of technological sciences associated with similar product making. Therefore, the use of technological sciences rather than management theory, application can be helpful for such communities. Product making technology, practically used in the community, no matter, how effective it is compared to the process designed according to technological science principles, shows the number and composition of operators, i.e. persons, directly involved in the process of product making.

The first step of management theory application (Fig.1) is designing of a theoretical model of the community's management structure. The number of operators (the rank and file) determines how many of hierarchical levels the organization must have in its line subsystem. The final decision can be made based on the extent of control in organizations, making similar products. A composition of functional subsystems depends on product quality, productivity and cost characteristics, emphasized in the mission formulation, as well as the number of operators and the potential of a person in the top position of community coping with all these characteristics. Other top level executives can be appointed for solving these problems, if the chief is lacking competence, or the amount of management work in this field needs efforts of a larger number of professionals. Management structures, suggested by the management theory for organizations making similar products, can be used as an example for the community. An organic management system, following the classification of Burns and Stalker (1971) can also be useful at

the early stages of management theory application in communities, having no traditions of professional management.

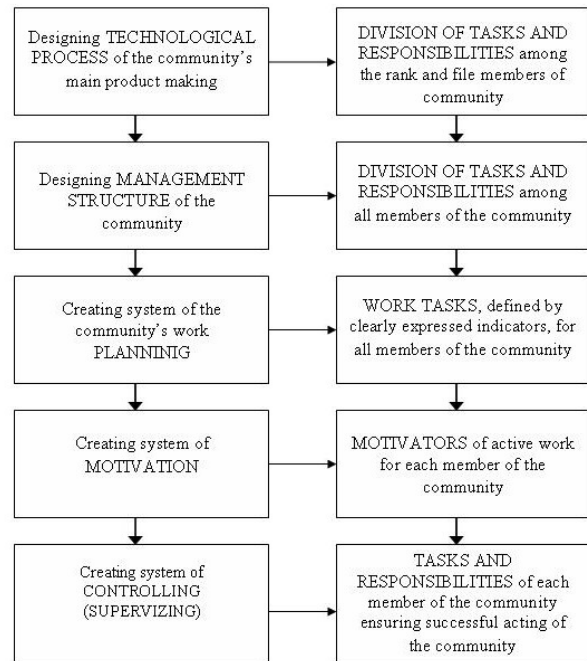


Fig. 1. Steps of creating and elements of theoretical model of community's management

The system of work planning for all members of the organization should be created based on the system of work division among the members, fixed in the organization management structure. The possible strategic horizon must be defined based on product development, technology, consumers' needs and dynamism of organization's environmental characteristics. The indicators of product quality, market (or product consuming for non profit organizations), the technological level of product making, financial situation and personal characteristics of community's members for the predictable future must be chosen and a particular level of these characteristics, directing all the activities of the community in the long-term prospect, should be defined in the strategy. It is the basis of the planning system. The expression of strategy and procedures of strategic planning make the first element of planning systems. The second element embraces the procedures of converting the strategic marks into annual tactical plans from the strategic horizon until the ongoing year. The system of conversion of all the community's tactical plans into the plans of management structure's elements are also required for connecting everyday activities the community's members with all the community's plans for the more distant future. This system is the third element of the planning

system. The expression of the daily work tasks of the community members, on the basis of what an inspection of work process will be realized, and procedures of converting of the annual plans of the community units into everyday tasks complete the planning system.

The system of work motivation can be created based on the expression of the work tasks for all the units and members of the community. Sets of motivators, beginning with work appraisal and work payment and ending with the elements of corporate culture must be created for all the members of the community, according to their occupational positions. The basis of this system is management theory recommendations concerning special features of motivating the members holding different occupational positions in the organizations making similar products.

The creation of the basis of the management system of the community's activities can be finalized with the system of work controlling. The presentation of controlling as a three-step process, with the formulation of work standards as the first step, with comparison of actual and needed situation and taking corrective actions after it, found in almost every management textbook (Bartol & Martin 1991; Daft 2003), is not adequate enough. It means, that neither a person, giving the order to work, nor a subordinate, beginning to work knows, what should be the final characteristics of the finished work. These characteristics become clear only when the performance of the work process is checked. Formulating the work standards should be the last step of planning, while controlling should be begun with inspection, implying the comparison of actual characteristics of the work with the planned ones. The first element of the work controlling system is a description of inspection methods and procedures and making a schedule of inspection for community's members in all occupational positions. The second element is a description of possible corrective actions, and persons, performing these actions, as well as other procedures, connected with the correction of the situation, when the inspection shows that something is going wrong .

5. Using management theory in the family life

The most popular and widely spread human community is a family. We cannot find any meaningful information for the analysis of the professional composition of personnel in the sense of management theory because two occupational positions required for creating a family are a wife and a husband. However, both positions can be identified

as participants of the process of making future community members. They both give life to a baby, then, with the help of healthcare professionals support the transformation of a baby into a child. Further, using the assistance of educational and other institutions, provide a new parent of the future human generation in a new family, a new professional participant of particular product making for a respective organization, and a new citizen of a state. The existence of specially regulated rules of creating and supporting the family, usually existing in all states, allow us to conclude that a family is an organization.

The basis of all management activities is the organization's mission or the main goal, making its existence meaningful. The author could not find any formulation of the family's mission in the encyclopedias; a description of its place in a society is usually limited identifying only the functions of a family. All the functions of the family are usually divided into personal, directed inside the organization, and social, directed outside the organization (Oxford dictionary 1997). Barnard (1968) proved that an organization can only survive participating in some exchanges with an environment, therefore its mission should be stated in terms of the consumer's needs for the organization's product. Understanding that neither regulation of sexual behavior in society, nor contribution to the order in society, mentioned among the social functions of a family (The new encyclopedia Britannica 1977), can be proclaimed as a mission of a family, and only the procreation of a society can be considered to be a mission of a family.

The product of a family is a new member of society, able to function as a parent in a new family, an employee in a working organization and a responsible citizen in a state, considering a procreation of a society to be the mission of a family. All products made by different organizations today are divided by the International Standardization Organization (ISO) into three main groups: material goods, intellectual products and services. It is clear that the product of a family has some (physical, chemical and biological) features of material goods and intellectual product (collection of information in his/her memory about various facets of human life in the environment), but the very process of creating this product should be defined as a service, provided by parents and different social institutions, in a conditions of active client's (here a child's) participation.

A child at the early stages of his/her development participates in the creative process of the adults unconsciously. For this reason, the

management theories of motivation cannot be used; while the knowledge of pedagogics should be used until clear understanding of the child's hierarchy of needs, talents and inclinations is achieved. The theory of work division and coordination in organizations can be hardly used in a family because the creation of a family is a very innovative activity for both participants, and even the birth of each baby, irrespectively of the number of children in a family, raises new problems. For this reason a family must operate more as an organic, rather than amechanistic system, following classification of Burns and Stalker (1971).

Usually organizations create their own production capacities, required for performing all product making technological operations and are able to control the whole process. A family is a very specific organization because many other organizations are involved in its "technological product making process". They represent health care, educational organizations, as well as institutions developing talents, gifts and inclinations. Representatives of these organizations have only episodal, usually scheduled, contacts with "family's work object" and, therefore, are unable to watch all the continuing process in which they are involved. For this reason at least one of the parents must be taught to watch and evaluate the process of his/her child's development in the field, where outside organization's participation is required. Parents must permanently watch health condition and the learning process of their child.

The survival of an organization depends on the attitudes of product consumers, its owners and employees. Dissatisfaction of any of them can lead to the death of an organization. The death of a family as an organization can be caused only by its "product making personnel", i.e. parents. The personnel management staff takes care of personnel satisfaction in other organizations. In the family life each person is usually responsible for his/her partner's satisfaction and must create conditions enabling his/her partner to satisfy his/her needs better in the family than outside it.

The working personnel in other organizations providing services is separated from their work object after finishing their work operations. Therefore, personnel management functions are separated from the work process management. In the family life, where its "work object", a child, is participating in almost all activities of the family such as: household, nutrition, relaxation etc., or at least is watching them, all family's activities should be reconsidered from the perspective of

their influence on the realization of organization's mission.

The birth of the second baby transfers the first one into the position of the organization's "product making personnel" because he/she acquires some new functions, remaining at the same time, in the position of "another family's work object". Under these conditions the analysis of problems and decision-making in a group, which is characteristic of organic systems, should be the main form of family problem solving.

The moderator, a person having more power in teamwork, ensuring the possibility for each member to speak and to be heard is required in brain team work. A person, having the largest amount of information about the family life in all its fields and able to perform this function best, is a mother. Therefore, a mother should be considered the head of a family, following the family life logic based on the perception of family mission.

6. Management theory in life of the state: formulation of the state mission

Professional composition of the state's citizens is very diverse, and the diversity of products, made in a state is too big for the analysis based on management and technological sciences. It is clear that almost any function of the system elements of the highest level state government, mentioned in the constitutions of various states, i.e. the parliament, government, court and president, can be considered a form of realization of well-known management functions, such as planning, organizing, coordinating and controlling. Thus the elements of the management theory in the governing state can be identified, but one of the most important concept of management science, a concept of the mission of each organization, consciously created by human-beings, is missing in constitutions of many states (Uzsienio saliu konstitucijos 2004; Constitution of Lithuanian Republic 1993). A concept of management as total controlling of all activities in an organization, rather than "doing by other's hands", allows us to start analyzing the problem from the question, whether a state can be considered a kind of organization. A common goal, making a human community organization, in the case of the state has not been precisely formulated since Platonas (1981) times until now. Taking into account the fact that all citizens of a state cannot exist alone and must join different organizations, including the family, work organizations and the state itself, the common goal of the state can be formulated as the conciliation of the interests of different

organizations and citizens in order to ensure citizens' survival, or to serve as an umbrella organization. The state is not created as an industrial organizations, serving as a basis for the management science development, based primarily on the choice of the product, development of the technological process of product making, collection of the required equipment and, finally, recruiting of people, willing to enter an organization for working in it. Most of the state's citizens became the members of the state by birth. Therefore all the people, named personnel in the management science, became citizens of the state, irrespective of their professional competence, health and age. The common goal of a state can be the creation of the most favourable living conditions for all the citizens. The state is also a proprietor of all natural and other resources not distributed among the citizens and organizations. For this reason, one more common goal for a state can be formulated as saving and using all the natural and other state-owned resources effectively. There are other common goals, allowing us to make a conclusion that a state can be considered an organization and the management theory can be effectively used by the state's government.

All these goals, allowing us to consider a state an organization, cannot be used as the expression of its mission because of their direction inside the organization. Following the Ch. Barnard's concept that the organization's mission is basing all the management system of each organization and that it should be expressed in terms of the consumers' needs for the organization's product, the author looks for other ways of formulating the state mission. The first step on this way is considering other states as consumers of all the products made by a particular state. The diversity of the products is too great for making a brief analysis, therefore we will use Lithuanian Republic as a case study. Answering the question, what products Lithuanian Republic can supply to other states that they cannot get from other countries, we can come to the conclusion that they are Lithuanian language, Lithuanian music and other arts, as well as Lithuanian traditions and other specific features of Lithuanian life.

Remembering the history of Lithuanians, and keeping in mind that they lived under the constant danger of disappearing during the millennium of the written history of Lithuanian state and that the danger is not less to-day because of globalization and intense informational pressure of states, created by more numerous nations, it is possible to formulate the mission of Lithuanian Republic as the development of the best features of Lithuanian

ethnos in its own representatives and familiarization the citizens of other states with them. (Indriunas, Makstutis 2008).

This mission formulation can be effective only for the states, created by nations existing in the conditions of constant danger for their very survival. A mission of other states should be formulated based on the more careful analysis of state's position in the community of states, its creative potential and the ability to satisfy the needs of other states. The mission of a state should be declared at the beginning of the state's constitution, while the formulation of mission should begin a description of the functions of every state's government system element, mentioned in its constitution. An adequate mission formulation enables us to consider a community an organization – the space for full-scale application of the management theory, by creating a theoretical model of its management, comparing that model with reality and making effective corrections in the methods of governing a community.

7. Conclusions

1. Management theory, based on the analysis of performance of industrial organizations can be successfully used for increasing the effectiveness of performance of various human communities, which can be considered organizations, having a clearly expressed common goal, or mission.

2. A theoretical management model of community, considered as an organization, should be based on the identification of differences in the elements of an organization as a system and the elements of a traditional industrial enterprise.

3. A comparison of practice of the community control and a theoretical model reveals the particular ways of improving the performance of an organization.

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