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## A STRATEGIC MANAGEMENT MODEL FOR ECONOMIC DEVELOPMENT

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**Abstract.** In this article the authors aim to justify the structure of the strategic management model for rational economic development by evaluating the new challenges facing the national economy development. The use of the SWOT strategic planning tool is critically evaluated, and the benefits of a balanced economic expert analysis structure are substantiated. Based on the findings in this article, it is recommended that government action programmes be based on the national economic development strategy formed by independent experts and given approval by the Lithuanian Seimas (Parliament).

**Keywords:** strategic management of economic development, SWOT analysis, independent expert, organisational module.

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### 1. Introduction

The decline of the global economy, the range of complex prognoses regarding its future progress, combined with the continuing decline of traditional energy resources and overall population growth, has forced us to take a qualitatively different approach to economic development and find new and markedly more effective strategic management technologies. The humankind and each country need to understand the importance of 5 factors, or as they have been called by P. Drucker, 5 certainties (Drucker 2004: 5, 9), highlighting the fact that we are living in an era of *deep change* (Drucker 2004: 9). The complexity of the present situation rules out the use of earlier analyses and analogies. Clearly, there is no time to start learning about strategic management – action must be taken to adopt a more rational organisational model. If this is not heeded, any country's economic social problems will simply accelerate, leading to all the already well-known consequences that need to be dealt with today.

In this context it would be wise to overview the field of strategic planning research. Strategic planning was first brought into practice in the private sector in 1960–1970, followed by the public sector some 10–20 years later (Joyse, Wods 2001: 377). At that stage, however, strategic planning was only the fixation of a set boundary. It was concerned more with the problems arising in the public sector at the time, and sought to provide a better public sector management. The publication by Osborne and Gaebler (Osborne, Gaebler 1992) is characteristic of this period. The field of strategic management is presented in great detail in elite publications over a period of 26 years in magazines such as the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly* and the *Strategic Management Journal* (Furrer *et al.* 2008). The authors conducted a content analysis based on which a very clearly structured theory search field can be formulated, where it was found that about 11.7 % of all publications dealt with strategic planning (Furrer *et al.* 2008: 7, 10). The obvious shortage of publications aimed at a national level drew much attention, in particular those accenting global, international and multinational strategies and the formation of alliances (Furrer *et al.* 2008: 17–19). No less important to mention are current political strategies and political governmental factors (Windsor 2002; Quinn, Shapiro 1991). These themes are very closely related to the issue being raised in our article. It is understandable that complex problems are encountered in economic strategic planning, where the key issue of the economy is undoubtedly the most important element to deal with.

## 2. The state of strategic management of economic development

Lithuanian organisations, as much in the public as in the private sector, were in a position where they had to formulate a mandatory strategic management experience base over a historically brief period of time. The breaking point in this process was unfortunately only in 2002, when the Long-term strategy for the economic development of Lithuania until 2015 (Long-term strategy for the economic development of Lithuania until 2015) was prepared, with the abridged version being approved by the Seimas in the same year (Long-term development strategy of the state 2002). The continuation of this strategy is the National sustainable development strategy (National strategy for sustainable development 2003). Thus, up until then, gradually entrenching the sense of statehood in Lithuania, the Government was essentially the only subject of the strategic management of economic development, preparing and realising its own action plans. A rather simple economic strategic management model was in use then. Yet it is also understandable that all fourteen of the government's programmes are incomparable in this strategic management aspect. Similarly, the first government programmes cannot be strictly evaluated from this point of view, as they were prepared under a regime of great stress and outside influence. It was under these circumstances that after being sworn in on April 11, 1991, the first Government programme was given approval only on October 11 of that same year. Due to the Russian blockade which lasted around 2,5 months, the management structure was only formed on April 1. The action plan, in a strategic management aspect, was not as structured as the one currently in place, featuring the Economic reform programme; Social reform programme; and the Programme for the reconstruction of the Lithuanian economy (The programme of the Government of the Republic of Lithuania

1990). The situation back then was also burdened by the fact that quite a few of the legal acts regulating the reforms were being prepared. It can be said that this first and the following two government programmes were orientated towards a reform strategy, with a similar structure maintained throughout. However, the evaluating the government action programmes of this period from an economic strategic management aspect in the light of the subject's context would not be just.

The fourth government economic policy memorandum from September 15, 1992 featured some new accents: the state of the Lithuanian economy from early 1992 was taken into consideration, and an economic reform time frame up to June 1993 was drafted. This also meant that for the first time attention was given to the institutional organisation of economic management to improve the institutional economic policy preparation model and to coordinate a mechanism overseeing various economy-related ministries and the activities of the Bank of Lithuania, especially concerning the regulation of cooperation with the International Monetary Fund (Memorandum of economic policy 1992).

Gradually, the programme sections detailing the most important state management functions became apparent: economic, agricultural, social, legal policy, national defence and foreign policy. The continuous management reform also became a constant programme component, thereby ensuring the proper functioning of the state management apparatus. The seventh government programme stood out for its clear political marketing feature. In this selected clause "Our duty is to serve Lithuania", the message being highlighted is, "we want to be a government for the people, not the government's people". A similar clause is "our goal is Lithuania's success". In total, the programme is structured into 17 sections that are no longer in line with the commonly accepted criteria for distinction, yet do attempt to draw attention to the problem areas in the country at the time: justice, taxes, reliability of the banking system etc (The programme of the Government of the Republic of Lithuania for 1997–2000).

The 11<sup>th</sup> government programme was noteworthy from a subject aspect, in that the national economy was defined as the subject. It foresaw the concentration of ministerial functions to help formulate management policies and strategies, underlining the fact, that "management institutions are not a resource for policy formation but should only be seen as tools for policy implementation, which is why they must organise tasks in a professional manner and be flexible to allow the necessary changes to take place to allow the implementation of the new goals proposed by the Seimas" (The resolution of Seimas of the Republic of Lithuania „On the programme of the Government of the Republic of Lithuania for 2000–2006“). Accordingly the Seimas of the Republic of Lithuania was given a strategic planning subject status. It was now responsible for forming (in accordance with the 11th government programme) the goals, while these goals were to be implemented by the state's management apparatus according to the programme formulated by the Government.

The latter provision is indeed conceptually important as it distinguishes two strategic management phases: the formation of an economic development strategy and this strategy's implementation. At the same time, a critical evaluation is given of the Government's (be it a minority or a majority government) own realistic potential to, over a relatively short period and with a relatively limited base of intellectual strength, form a complete economic development strategy. It is another matter altogether when the government programme for action is taken as a collection of legally-binding principles and tools for implementing

the economic development strategy. In this context, let us try to review economic strategic management's path to maturity. What are the essential economic development strategic planning provisions that have been created over the already relatively long existence of the Republic of Lithuania?

Already a while before the reinstatement of Lithuanian independence at least a narrow circle of strategic management specialists were familiar with the ideas of the Club of Rome and were ready to establish an effective strategic planning institution in the newly reborn state. However, the separate initiatives of groups of enthusiasts after the declaration of independence did not receive the necessary government support. These enthusiasts, some of whom were industrialists and academics (based on information from JSC "Rytų kuras", later known as JSC "INFO\_TEC"), came under the banner of the Independent Strategic Research Centre. The breadth of activities this centre could engage in, however, was limited to the state information streaming system: given the opportunity, it could evaluate only the projects for legislative and sub-legislative decrees. Neither the Seimas nor the Government was active in the creation or initiation of a new vision for the state or the formation of a national strategy. More fragmented planning documents were being created instead, reaching a figure of over 80 documents at the time of the preparation of the 2002 strategy (Long-term economic development strategy of Lithuania until 2015: 8). These are branch, section and even smaller-scaled strategic documents which were not attempted to be included into the system.

Thus, only the 13th and 14th governments had a realistic opportunity to relate their programmes with the Long-term strategy for the economic development of Lithuania until 2015 and the National sustainable development strategy. All the more significant is the establishment of the Strategic Studies Centre which was responsible for monitoring regional and global geopolitical and international changes, as well as the analyses and forecasts of the public management, economic, social, information technology, defence and security policies of Lithuania and other countries and international organisations.

The state of Lithuania's economic strategic planning gives quite a clear description of the use of the SWOT strategic analysis tool. A SWOT analysis (identifying Strengths, Weaknesses, Opportunities, Threats) was systematically applied at a national level when preparing the afore-mentioned long-term strategy. However, it is clear that only the quality performance of a SWOT analysis will form a suitable strategic accents structure. This, in turn, depends on the essential selection of competent and independent experts to conduct the analysis. On October 30, 2001, the Government approved resolution No 1274 for preparing the long-term economic development strategy for Lithuania project and confirmed the coordinating commission which united the highest-ranked representatives from all of the country's ministerial bodies, the Bank of Lithuania, the centre for Information Society Development, the European Committee, the Department of Statistics, as well as two representatives from the Seimas (the chairman of the Economic Committee and the senior advisor of the Budget and Financial Committee). In other words, the inclusion of the ministries (state institutions) was approved for their participating in the strategy preparation (Long-term economic development strategy of Lithuania until 2015: 19).

What could possibly tie the strengths, weaknesses, opportunities and threats of the national economy with the state management structure representatives? First of all, the weaknesses of

the national economy may be unintentionally tied to the activities which brought about these very same weaknesses, or those which did not respond to minimise the national economy's weaknesses. Secondly, the national economy strengths may be also either intentionally or unintentionally increased by linking them to the activities of a successful organisation. It should be noted, that there is no real mention of the fundamental elements which have stopped or are still stopping the development of Lithuania's economy, such as corruption or an unwelcoming climate for foreign investments. Either that, or the fundamental defects affecting the functioning of the state management system are rarely discussed. In other words, it is unlikely that economic self-regulation mechanisms have been adequately evaluated, if such a state management system is adopted, which allows the creation of stable and predictive economic functioning conditions (Long-term economic development strategy of Lithuania until 2015: 19) or the like.

In future it would be wise to take into account the opinions of at least three expert groups when formulating organisational decisions. The first expert group would consist of representatives from state management structures whose work is related to one or another state management function. The second could be national experts who are not directly functionally related to any specific state management function. The third would be foreign experts (preferably representatives from analogous countries) who participate in the strategic planning process in their home countries. This organisational SWOT model would provide the opportunity to combine the opinions of suitably professional state functionaries from the "inside" with national and foreign experts' opinions from the "outside". It would be particularly important to include the evaluations of analogue experts from other countries, who could share the experiences of their own economy's history and how issues similar to those found in Lithuania were handled. On a final note, it would be also important that the independent expert analyses carried out by these three groups be presented separately.

In light of these recommendations, the discrepancies between the long-term strategy and its abridged versions approved by the Seimas are noticeable. In the strengths list made by the Seimas the sentence declaring the strengthening of Lithuania's role as a leader in the Baltic Sea region sounds somewhat unfounded: "... (Lithuania) is especially helpful in promoting European Union and NATO policies from the perspective of its neighbours in the east" (Long-term state development strategy 2002: 6]. This is in reference to Lithuania's policies regarding Belarus, the Russian Federation, Ukraine, the countries in the south Caucasus region and in Central Asia. This is in fact Lithuania's mission, that it will need to carry out to achieve stability in Central and Eastern Europe, but in no way can it be called a "strength".

The SWOT analysis also contains several obvious discrepancies in the conclusions presented in different sections. For example, let us consider the currently very important issue of labour. In the section on strengths there is a mention of the relatively well-educated labour force (which, in fact, even in 2002 was found to be structurally unsuited to Lithuania's economic interests, and based on education levels more likely to represent a potential opportunity rather than a strength), that "... has already psychologically adapted to meet market economy requirements..." (Long-term economic development strategy of Lithuania until 2015: 20). It is stated that a continuous employment policy implementation system has been created. Meanwhile, apart from a few items countering the stated strengths, the weaknesses

list is characterised by discontinuous and fragmented statements on policy facts (Long-term economic development strategy of Lithuania until 2015: 24). In turn, the opportunities list mentions the topic of having a suitably orientated employment policy (Long-term economic development strategy of Lithuania until 2015: 29), while on the threats list we find inadequate flexibility on the labour market and emigration (Long-term economic development strategy of Lithuania until 2015: 19).

The integration of separate strategic development directions is also overlooked – there was clearly a lack of systematic coordination. These shortcomings can be taken as a lesson for the future: when forming research of this complexity, the desired long-term economic development strategy requires documents that have been formulated in accordance with the appropriate project preparation mechanisms for ensuring the compatibility of general and specific strategies. What must be not overlooked is that during the course of this process it is the country's future vision which is being formed, along with the various sectors' action and functional strategies that detail how this vision can be achieved.

The Lithuanian national strategy for sustainable development was prepared within the context of Eurointegration and in consideration of EU Sustainable Development Strategy provisions (National strategy for sustainable development 2003: 3). The strategic analysis, in terms of its strengths and weaknesses, reflected mostly the most important factors of the transitional period, while further sustainable development opportunities and threats are evaluated in the context of Lithuania's integration into the EU and globalisation. Three main sustainable development units can be distinguished – environmental quality and natural resources, economic development and social development. Each unit is further detailed according to its strengths and weaknesses. For example, environmental components such as air, water, soil, landscape, biological diversity and waste management are handled separately. Take the air component – the improvement of air quality was determined by economic decline and a more effective use of energy resources. However, these two elements are completely incomparable: one was the result of an unavoidable and inadequately attained change, the other – the application of pre-determined standards or, in the least, the sufficient administration of these standards. Only in one case we can agree with the statement that the provision of contemporary air monitoring network equipment meeting EU requirements is, in fact, a realistic opportunity in the programme.

The content of the weaknesses list is adequate, when talking about factors affecting air quality in the long-term. However, the air monitoring system in cities can still be improved, as it includes only the larger cities in Lithuania.

The opportunities in the air improvement strategy should be regarded more as potential opportunities rather than opportunities based on mechanisms for action that have already been created or are being created, such as the timely preparation of projects and the calculated use of EU assistance.

Threats, however, are more closely linked to the state's opportunities to realise important provisions in air quality improvement policy (except for any potential factors related to Russia being the sole provider of gas resources). This particular description of threats shares a greater correlation with the poor administration of one or another activity. In this respect, along with the other principles declared in this strategy, it is not suitable to mention the

otherwise very important leadership principle, which envisages strong leadership at a state, regional and municipal level.

It is not necessary to make further mention of the conclusions of the strategic analysis according to the other components as a similar situation exists alongside the air quality case described above. It may only be stated that Lithuania's breadth of experience in using strategic analysis tools is still limited. One problem is that the extent of strengths, weaknesses, opportunities and threats still have no clear conceptual boundaries. Another problem that is quite evident, is the uniformity of the textual coverage revealing the separate strengths, weaknesses, opportunities and threats. The unconscious endeavour to maintain proportionality in the analysis is also obvious, as different aspects of the analysis are systematically left separate from each other. The equality of these separate elements is also not fully understood. The strengths of a state's strategic development indicators that are theoretically important may well outnumber the weaknesses, and vice versa. And weaknesses themselves are not always comparable to one another, nor are strengths, etc. This all points to the fact that there is a shortage of strategic analysis practice in Lithuania, resulting in the actual disformation of its methodology.

The weakest link in SWOT analyses, in any case, is the comparative base. Sometimes averages of other EU country analogous parameters are mentioned, other times only the Baltic countries are included. The comparative base becomes unstable and can no longer consistently reveal the differences between Lithuania's and other analogous countries' specific parameters. In other words, in the beginning it is necessary that an adequate strategic analysis field be devised for Lithuania. In some cases it is necessary to view Lithuania in light of the development of other analogous countries taking into account all parameters, other times only specific parameters need to be included. It is estimated that in 20 years time Lithuanian will be in line with EU averages. However, it is equally important to compare and predict the rates of development in Lithuania and other analogous countries. There must be more room for challenges that can be reflected in the opportunities for development, starting by comparing Lithuania with at least Latvia and Estonia. In this way the strategic analysis experience of those other countries would be looked upon; how those countries construct their strengths and weaknesses image and what opportunities and threats they see ahead of them, etc.

### **3. A trinomial strategic management model for economic development**

When discussing the topic of strategic management of the economy, the two last government programmes (by the 13th and 14th governments) should be closely examined as it was these programmes that had to be evaluated using the Seimas-approved strategies mentioned earlier. The 13th government undoubtedly took into consideration the recommendation put forward by the Seimas to review the approved national strategies and programmes: the economic and business section of the programme included the obligation to renew the long-term strategy for economic development (The resolution of Seimas of the Republic of Lithuania „On the programme of the Government of the Republic of Lithuania 2006 07 18 No. X-767). Irrespective of any possibly different Government interpretations of these recommendations, the Seimas evaluated the necessity of ensuring that the national strategy was continuously monitored,



and an integral part of this process was that the strategy could be corrected (or updated).

The energy sector may be taken as an example to illustrate the structural incompatibility of the long-term economic development strategy and the government programme. In the national long-term development strategy approved by the Seimas, the energy sector features in 6 % of the total content, with individual sub-sectors further expanded in relative detail: electric energy, heating, natural gas supply, etc. Meanwhile, the 13th government programme allocated approximately 1,5 % of the total content to the energy sector. In the text taken from the very beginning of the energy sector, it is stated that the Government obliges to ensure the energy needs of Lithuania's citizens and business subjects are met at affordable rates. Consequently, there is another obligation to encourage competition within the energy sector. In this case, the Government's second obligation naturally arises from the first one. The next three programme points in effect repeat the Government's long-term development strategy provisions: encouraging the use of renewable energy sources; linking Lithuania's and Latvia's electricity networks as well as their gas supply systems; and aiming to retain Lithuania's status as a country with a nuclear power station.

However, disregarding any formal correlations between the long-term economic development strategy and the 13th government programme, from a management aspect, the two are not in tune with each other. In the long-term strategy there is a talk of the necessity of forming an electricity link with Poland as soon as possible. Yet the 13th government programme (period 2004–2008) only foresees the joining of the two countries' power grids.

In other words, in its programme, pursuant to the long-term strategy, the 13th Government did not plan for those works that had already been predicted for the 2004–2008 period. The prohibition of using petroleum products that do not meet EU pollution norms from 2005 is only another example of the Government's lack of foresight.

The 14th government programme energy policy section repeats 4 out of the 5 points already mentioned in the 13th government programme provisions. The 5th point, which reconfirms Lithuania's goal to retain its status as a country with a nuclear power station, is supplemented by mentioning the opportunities for implementing projects for the shut down of the Ignalina nuclear power station, as well as finding investments for the construction of new nuclear reactors.

In summary, it may be concluded that the long-term strategy approved by the Seimas and the government programmes do correlate. The actual degree of their compatibility is unavoidably influenced by the existence of the appropriate legislative regulations. On every occasion where the Seimas approves a certain economic development strategy, it obligates the present and any future governments (for the duration of the strategy timeframe) to consider the related legally-approved provisions when formulating its programmes. It is a shame to admit that today, as the strategic management model for economic development is being formed, this adherence to legal norms is unfortunately not evident.

Nevertheless, the important element of this model is still the actual formation of the strategy itself. Having described the 3 expert groups desired for preparing this strategy, we must ask whether Lithuania has the national expert body that is required. In the most general sense, the answer lies in Lithuania's scientific potential for theoretical research at a strategic planning level. Taking this approach, two conclusions arise: theoretical research on the topic

of state strategic management was started merely a decade ago; and considering Lithuania's scientific potential, the circle of researchers dealing with this topic is sufficient (Smilga 1998; Grėbliauskas, Smilga 1999, 2000a; Vilkas 1999; Bivainis, Rakauskienė 2000; Grėbliauskas 2000; 2002a; Melnikas 2002; Rakauskienė 2006). In the beginning, more attention was given to the obstacles faced in strategic management (Smilga, Grėbliauskas 2000), and later there were attempts on forming a state strategic management concept (Grėbliauskas, Smilga 1999). It was stated that, "... the Government performs ... practical work associated with strategic planning" (Grėbliauskas, Smilga 1999: 97), however, the strategies were only departmental [*ibid*], all the more so because, "resolutions adopted by the Government ... are largely political in nature" (Grėbliauskas, Smilga 1999: 98). It is recommended "to create a strategic management system functional at a state leadership system level", incorporating centres, laboratories and institutes all dealing with the planning of predictive and strategic analyses, syntheses and modelling. These strategic planning subjects must have the maximum degree of independence (Grėbliauskas, Smilga 1999: 101).

Much the same, it is equally important to have the necessary coordinating institution at a Government level. In line with this, in 1999 the Government of the Republic of Lithuania in its April 16 resolution Nr. 434 approved the composition of the Government Strategic Planning Committee: the committee chairman is to be the prime minister, other members are the ministers of finance, economy, social security and labour. If we accept that from a strategic management methodological aspect, globalisation is breaking down the barriers between a nation state's interior and foreign affairs politicians (Grėbliauskas 2002: 43), then the committee must also include the foreign affairs minister. Yet, this particular strategic planning committee set-up (as was foreseen in its conception, incidentally) only ever eventuated to serve as an advisory organ to the Government. This is only a description of the beginnings of strategic planning (Grėbliauskas 2000). The Government must take the next step, that is, create a strategic planning centre (the recommendation to form a Lithuanian Strategic Management Council could be applied here, the leader of which would be chosen by the President from candidates selected by the Prime Minister) (Grėbliauskas, Smilga 1999: 101). This centre would need to be able to integrate the 3 main state strategies, namely, its national defence, foreign policy, and economic strategies. A similar institution would naturally form the state's vision and strategy. In turn, the Seimas would approve resolutions directing the Government (or succeeding governments) in its programme action plans over a pre-determined period. This would conceptually change the content of the government al programme – from "what shall we achieve?" to "how shall we achieve our goals?" The result of this change in approach would mean that government activities would come to naturally prioritize national interests and continuity without wasting social energy in the political marketing arena. No less important is that greater opportunities for the formation of a civil society level of competency would naturally present themselves. The fact that citizens would be offered political alternatives for their national strategy (at least from the right, centre and left side of politics), and that the paths for achieving the state's strategic goals can be openly discussed is a step in the right direction.

The model in Fig. 1 presents a visual depiction of all the strategic economic development subjects. Their functions would differ in separate phases of the strategic management. The

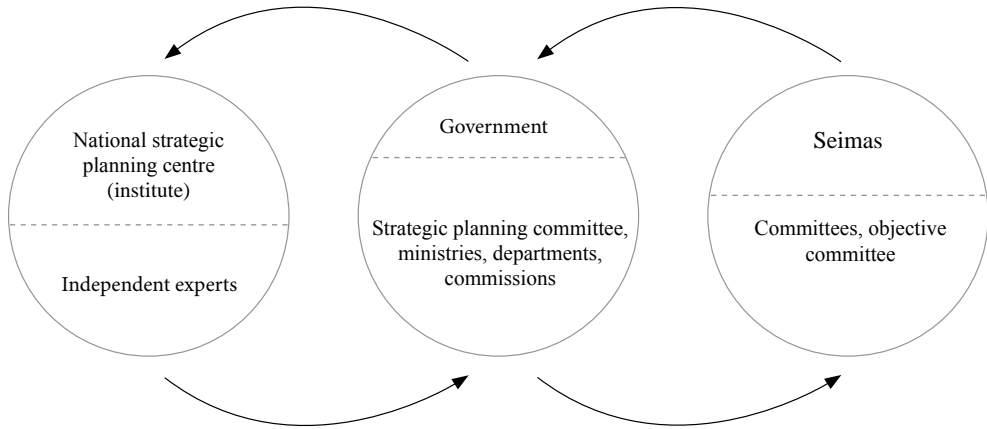


Fig. 1. Organisational model for strategic economic development

national strategic planning centre and the Seimas of the Republic of Lithuania participate only in the strategy formation stage. The Government participates equally in both the strategy formation as well as the implementation stages. In turn, the obligations and responsibilities of the subjects in this economic strategic management process also vary. However, in this arrangement there can be no talk of a short-term collective responsibility regime, neither in the strategy planning nor the implementation stages.

The Government, represented by the strategic planning committee, ministries, departments and commissions, ensures the complete preparation and implementation of the strategy in accordance with the relevant legally-approved parameters. In addition, the Government ensures that the national strategic planning centre is adequately equipped with all the necessary resources. The strategy organisers must take upon themselves the proper implementation of the strategy, foreseeing the need for any encouragement levers along the way. In turn, the Seimas approves, and a newly-elected Seimas re-approves the continuity of the current strategy, makes suitable corrections it sees as necessary, or initiates the organisation of a conceptually new strategy. The essential feature of this model is the compatibility of the government action programme and the national strategy. This also concerns the legally approved norm that the Seimas, when approving a new government programme, must go through the process of evaluating its conformity with the national strategy. The national strategy's continuous monitoring system also needs to be approved by independent experts. These experts are also obliged to present the Seimas with an annual report.

The model being suggested is by no means only an object of theoretical reasonings with a potentially complex mode of practical functionality. It is indeed only a rational alternative to transform economic strategic management into an effective, easily constructable instrument for practical action. To make it function, political will is absolutely necessary to legally approve the recommended organisational model's individual elements that are as yet inactive. However, the greatest expression of political will must be in making the strategy for economic development and government action programmes legally compatible.

#### 4. Conclusions

1. More comprehensive opportunities for the strategic management of economic development in Lithuania appeared only in 2002, with the preparation of the first long-term development strategy for economic development. However, it cannot be said that this strategy adequately adjusted the Government's action programmes.
2. In future, there must be a methodically consecutive application of SWOT analyses: in the preparation of an economic strategy it would be wise to consider the opinions of 3 expert groups and form a stable comparative base. The first expert group would represent economic management structures, the second – independent national experts, while the third would represent analogous foreign experts. As much in the SWOT analyses as in the formation of this system, it is necessary to maintain a stable comparative base that is in line with the context of development.
3. Given the today's situation, it would be justifiable to legally approve the trinomial strategic management model for economic development. The most important strategic management subject role would go to the Government, operating at a strategic planning, ministerial, departmental and committee level. The Government should ensure the effectiveness of the activities of the national strategic planning centre and the experts in preparing and implementing the monitoring of the strategy. The Seimas would legally approve and ensure that the economic development strategy as a basis for government action programmes is upheld.

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## ŪKIO PLĖTOTĖS STRATEGINIO VALDYMO MODELIS

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Santrauka

Straipsnyje, įvertinant naujus iššūkius nacionalinio ūkio plėtrai, siekiama pagrįsti racionalaus ūkio vystymo strateginio valdymo organizacinio modelio struktūrą. Kitiškai įvertinamas strateginės analizės instrumento SWOT naudojimas, pagrindžiama subalansuotos ūkio ekspertizės struktūra. Siūloma vyriausybės veiklos programose remtis nacionaline ūkio plėtros strategija, kurią formuoja nepriklausomi specialistai, įstatymais įtvirtina Lietuvos Respublikos Seimas.

**Reikšminiai žodžiai:** strateginis ūkio vystymo valdymas, SWOT analizė, nepriklausomi ekspertai, organizacinis modelis.

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