

Formulation of the mission of a human community – the first step applying the management theory in community’s life

FABIJONAS SAULIUS BUTKUS

E-mail: lilijazad@gmail.com

Possibilities of applying the management theory in various human communities are analysed in this article. The management theory was developed as an instrument of increasing the effectiveness and efficiency of industrial enterprises. Many useful dependencies were identified and rules created for the rational division of common work and the purposeful coordination of these divided work pieces allotted for participants of the common work process. The author’s position is that many elements of the management theory can be successfully applied in every human community because in each of them some common work is conducted. The main condition, enabling to use all instruments of the management theory, is the existence of the main common goal, called mission, expressed in terms of meeting needs of consumers of community’s common work product. Such formulations of the mission of a family, a state, a political party and trade unions are suggested in this article.

Key words: human community, person, rules of common behaviour, product, consumer, mission, the management theory, family, state, political party, trade union

INTRODUCTION

Every human being participates in many communities during his lifetime. He enters some of them such as a family and a state without self-resolve; he joins most of others consciously wanting to satisfy his special needs, he is unable to satisfy alone. Each community should develop rules of common behaviour and means of their indoctrinating, wanting to ensure satisfaction of members’ needs and existence of itself as a whole.

It is known that when several persons are doing common work wanting some particular results, they must divide this common work process into parts according to the number of participants, allot these parts to each person participating, watch the process all the time after beginning to work and take corrective actions when sometimes it is going wrong creating danger to unwanted results (Fayol 1916). Not a big part of people know that there is the management theory concerning common work conduction which has formulated main principles and created instruments enabling to increase effectiveness and efficiency of common work conducted. Even these, who are familiar with this theory, too often think that it is applicable only to industrial or other business organizations. It should be explained that everywhere, where several persons are participating in a common work process having a common goal of their actions and so creating an organization, many fundamental elements of the management

theory can be applied effectively taking attention to special characteristics of the community analyzed comparing with business organizations (Butkus 2002; 2003; 2010).

The mission of a community formulation analysis is the first step identifying possibilities to apply the management theory in the community because the technological process of making the product, mentioned in the mission formulation, is a basis of designing organization's management structure and defining roles of all members of the community in its common operations. Even though formulation of the mission is considered as the very first step before establishing a new enterprise in the contemporary management theory, legal systems of many states require declaration of fields of operations, such as industry, commerce, transportation, construction etc., not declaring the mission in the first document, legalizing the community, its statute. It is so 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. Another cause of such situation is that goals of members of an organization, driving them to enter it, are so clear and strong that hide importance of the mission of an organization as a whole. A number of successfully operating organizations with a 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. Analysis of possibilities to apply the management theory in any community should be started identifying products of community's members common operating if adequate mission formulation cannot be found in documents, legalizing existence of the community. The contemporary management theory considers the concept of organization's mission as a basis for management of work division and building an 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. Only the organizations, created for entertainment of their members and using their own resources enabling an organization to act, cannot participate in the exchange of their work product for resources, needed to survive, with their environment, but their work product is also of crucial importance. Organizations, created for long lasting existence must supply their work product to some consumer beyond an organization (Barnard 1938). The first question in the analysis of community is the identification of all products of its common operations. 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 a community as an organization and the specific features of management theory application can be recognized (Butkus 2003). The work objects, of which all products are made, and all operations of technological processes 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.

Defining the organization's mission can be started after identification of products. The product, whose making is the most time-consuming, can be the main factor in defining the concept of organization's mission. If such 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 made. 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 a mission 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 work, 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 (Butkus 1998).

Many communities can be found in a human society, created for meeting special needs of members of this community. Such communities can be considered organizations because they have a common goal, attracting all members to enter and participate in common operations directed to this goal. Appliance of the management theory in such organizations should be analyzed deeper because the management theory is created for organizations, common efforts of which are directed outside itself, toward meeting needs of product consumers, not members of the organization. It is clear that needs of every organization members should be also met because people join the organization driven by their personal needs and meeting of these needs is of crucial importance for the very survival of the organization, but it does not mean that the management theory can be fully applied in such organization. Objects of direct appliance of the management theory are enterprises and organizations, directing their common operations outside them and participating in exchanging their work product with environment for resources enabling permanent long-lasting existence. Some elements of the management theory can be applied in organizations, directing their activities inside, but full scale applying of the management theory is possible only in organizations, working for outside product consumers. Families, trade unions, political parties and many other organizations are created driven by personal needs of their members, so their existence should be vouched by personal resources of their members. The long-lasting existence of them, being too dependent on the financial situation of their members, is very problematic. Such organizations, wanting to escape problems for long-lasting existence, also create some product, exchanging which with environment can guarantee new sources of resources needed for long-lasting existence. Such products convert even leisure organizations into objects of a full-scale appliance of the management theory. An analyzer of organization finishing the question of organization's mission even for recreational organizations should look for products supplied by the organization outside itself to its social environment. It can be problematic sometimes because such organizations often produce intellectual products and understanding a nature and identifying of this product can be complicated because of lack of experience in intellectual products, which were considered a special kind of human operations products only in the second half of the last century. The formulation of mission based on the needs of outside product consumers can open a path for full appliance of the management theory.

All operations of transforming a work object into a product, named technological process, should be also identified. Division of work will be created on this basis and special features of management using sequential, mediating or intensive technology can be found in management literature or practice of parallel organizations.

A FAMILY

The most popular and widely spread human community is a family, the very first community into which each human being is included. A family, as all other human communities, is created driven by human needs. A composition of needs, driving persons to form a family, usually comprises the following in different proportions of strength: need of love and be loved, sexual passion, posterity, and creation of material and spiritual conditions to exist securely. The existence of specially regulated rules of creating and supporting the family, usually existing in all states, allows to conclude that a family is an organization.

Possible products of a family can be: emotional and sexual satisfaction, typical examples of services; children, members of a new human generation; material elements and financial resources, needed for normal functioning of a family, collected by members of a family working in organizations outside of it.

The author could not find unanimously adopted formulation of a family's mission in the encyclopedias and other official sources of literature. A description of its place in a society is usually limited only identifying the functions of a family. All functions of a family are usually divided into personal, directed inside an organization, its members' needs, and social, directed outside a family. Understanding that neither regulation of sexual behavior in a society nor contribution to the order in a society, mentioned among the social functions of a family in encyclopedias, can be proclaimed as a mission of a family, only the procreation of a society, supplying it with new members, in which many kinds of human communities are interested, can be considered to be a mission of a family.

The product of a family, basing its mission formulation, is a man, a complicated composition of a biologically functioning thing and intellectual products: developed skills, knowledge, enabling him to serve as the parent in a new family, a participant of some productive organization and a responsible citizen of a state (Butkus 2006).

A STATE

A family is the least human community, on the other side of communities continuum is a state, the largest community, into which each individual person enters in his / her life. 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 highest level state government system elements, mentioned in the constitutions of various states, i. e. parliament, government, court and president, can be considered a form of realization of well-known management functions, such as planning, organizing, motivating and controlling (Butkus 2002). Thus, the elements of the management theory in governing a state can be identified, but one of the most important concepts of management science, a concept of the mission of each organization consciously created by human-beings, is missing in constitutions of most states. A common goal, making a human community organization, in the case of the state has not been precisely formulated since Plato times until now. Taking into account the fact that all citizens of a state cannot exist alone and must join various 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 many various organizations and citizens in order to ensure successful citizens' survival or to serve as an umbrella organization. A state is not created as an industrial enterprise, 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 people, willing and able to enter an organization for working in it. Most of state's citizens become the members of the state by birth. Therefore all people, named personnel in the management science, become 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 citizens, as many politicians declare. 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 system.

All these goals, allowing us to consider a state an organization, cannot be used as the expression of its mission for the management theory because of their direction inside the organization. Following the Ch. Barnard's concept that the organization's mission is based on the management system of each organization and that it should be expressed in terms of the consumers' needs for the organization's product, the other ways of formulating the state mission should be used. The first step on this way is considering other states as consumers of all products made by a particular state. The diversity of products is too great for making even a brief analysis, therefore we will use the Republic of Lithuania as a case study. Answering the question what products the Republic of Lithuania 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 life of the Lithuanian ethnos.

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 the Lithuanian state and that the danger is not less today because of globalization and intense informational pressure of states, created by more numerous nations, it is possible to formulate the mission of the Republic of Lithuania as the development of the best features of the Lithuanian ethnos in its own representatives and familiarization of the citizens of other states with them (Butkus 1999; Indriunas, Makstutis 2008).

This mission formulation, based on saving and developing ethnic characteristics of a nation only, can be effective and valuable for all mankind only in a case of states, created by nations existing in conditions of constant danger for their very survival, but even for them the concept of mission must be complemented with other products, produced by the state and needed by other states. Saving and development of the ethnic characteristics should be obligatory included into mission formulation of majority of states, because ethnos is not an object, consciously created by human beings, it is an unmeasurable value itself, not appreciated by too many people nowadays, and can be ruined irretrievably by fast processes of globalization and internationalization. It must be kept in mind that globalization and internationalization, enabling mankind to concentrate all resources needed and increase mobility of these resources, diminish ethnic and individual peculiarities and create a danger for the very existence of ethnos: so in the former Soviet Union more than hundred of languages disappeared during a half of century. It must be also kept in mind that stressing ethnic features in state's mission formulation can inspire a burst of nationalism and xenophobia and special means of overcoming this danger must be introduced in the legal system of the state. Saving and developing ethnic culture of ethnos, residing only in the territory of the state must be included into state's mission formulation because this state is the only organized community, able to take care of

it. Saving and developing culture of karaims and Lithuanian tatars must be included into the mission formulation of the Republic of Lithuania following this logics. Researching, restoring and saving valuable for all mankind elements of ethnic culture of ethnoses, who resided in the territory of the state in the past and disappeared later, must also be an element of the state's mission. Such task can be difficult for such states as the USA and Canada, from the contemporary territory of which many Indian ethnoses totally disappeared during last several centuries. The mission of other states, formed not on the basis of particular ethnoses, should be formulated based on the more careful analysis of state's position in the community of states, their creative potential and ability to satisfy 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 (Butkus 2006; 2010).

A POLITICAL PARTY

A political party is usually considered a human community, consisting of socially active people, contending for power to govern the state. The goal to govern the state is adequate and very attractive for people willing to join the party, but is inadequate from a viewpoint of the management theory for mission formulation. It is clear that in conditions of democracy a party acquires power to govern the state from citizens during elections. Citizens of a state, able to participate in elections of state governing system elements, are the main consumers of products of political parties. The most obvious product of a political party, provided to electors, on the basis of which power to govern is acquired, is a program for the election. Such product is also inadequate because elected persons should be able to implement the program. The very first and clear product of a political party should be the program for elections and a team of politicians able to implement the program. Knowing that in a practice of many states elections usually are won declaring programs strongly criticizing the situation in the state during the last three months and suggesting a program of attractive and exhibitivie activities for next three months, such product cannot be considered adequate also because the power to govern the state is acquired for a period, several and even more than ten times longer than a horizon of the program, and electors cannot be sure of rational governing during all the inter-election period. So an obligatory element of the main party's product for elections must contain the program of actions covering all the inter-election period.

Participating in elections is not the only work of a political party, it must develop a special intellectual product, attracting new members of the party and enlarging a number of supporters of the party during the inter-election period. Understanding that this product should form an indivisible whole with other product mentioned, the elections program supported by a list of politicians, able to implement the program, it becomes clear that the main product of a political party, basing the concept of its mission, is a space of values, principles and ethical norms, directing all the life of a political party, named philosophy of the organization in the contemporary management theory (Zakarevicius 1998; Butkus 2004).

A TRADE UNION

Trade unions have been born as a mean of increasing power of hardly exploited employees in their relationships with employers, possessing all work means, financial and other resources

and missing only a work force. An owner of that force, an individual, being a very small part of all community of employees, usually was too weak to contradict work and its compensation conditions, suggested by employers, and forced to agree with them, having a little choice to find other sources of resources, needed for survival of his family. A trade union, representing all community of employees as a whole and declaring all common requests of every individual employee as an obligatory condition of entering work relationships, could create and declare a field of conditions, needed for productive and safe work and compensation, able to supply a family of an employee with some amount of financial resources, satisfying its main survival needs. Such field, later legalized in a form of collective bargaining and collective agreement, enabled every individual to find conditions for entering work relationships much more corresponding his needs and requiring special efforts of an employer which would never be taken without trade unions. The main goal of trade unions was directed inside an organization from the very beginning of their existence, so following the logics of Ch. Barnard, limiting possibilities to apply the management theory for enlarging effectiveness of trade unions in a social life of state's community (Butkus 2006).

Trade unions developed two ways during the period of their existence. The first way led to forming unions of persons, having the same particular profession, covering citizens of all state, which can be correctly named professional unions. The second way resulted in forming unions of persons, having various professions, working in some particular object of state's economy, a branch of industry, for example, construction, mining, machine building, textile, or services, such as transporting, educating, and even a single company, such as used in Japan, which can be correctly named employee unions. Both of them have the same main goal that inspired their creation: to ensure as good as possible work conditions and work payment for their members.

The first step defining possibilities to apply the management theory is identifying all products made by organization. The final product of both types of unions is acceptable work and its payment conditions for their members in organizations they are employed. This product is made using common efforts of unions and employers. An own product of professional unions is declaration of special needs of their professional work and projects of state's legal acts, ensuring meeting of these needs in all organizations, operating in the state. An own product of employees unions is declaration of generalized needs of employees of all professions, working in the organization. Professional unions can fill a gap between professional learning and professional development, extremely actual in times of a fast technical progress. Professional development of employees is actual for employers only accidentally when they are unable to find persons, having profession and qualification required in a work force market. Possibilities of individuals to compete in a work force market fully depend on their personal efforts to develop knowledge and skills, needed in a work force market. Professional unions can be helpful not only defending interests of members in their relationships with employers, but also creating possibilities to develop work potential of their members. Professional unions can increase professional work potential of their members in conditions of the fast technological progress so enriching a work force market, what interests both members and employers. Increasing of a workmanship of their members can be considered a goal, directed outside the community, toward meeting needs of employers.

Both kinds of trade unions are needed for employees and employers. Professional unions help employees to develop their workmanship and so increase their value in a work force market. They enlarge choice of employers in a work force market. It becomes clear analy-

zing a role of employees unions that the very concept of trade unions must be reconsidered. It is absolutely clear nowadays that conflict and struggle between employees and employers is absolutely destructive, harmful for both sides. Remembering that trade unions were created as a weapon of exploited proletariat in its class struggle with exploiting employers, using the Marxist terminology of socialists and communists and seeing total collapse of the socialist system, led by the former Soviet Union, it is obvious that neither employees nor employers are able to exist without each other, in spite of natural contradiction of their interests: employers want as much as possible work efforts for as little as possible money, employees, on the contrary – as much as possible money for as little as possible work efforts. No one form of confrontation and struggle can be productive, the only constructive solution for their work relationships is conciliation of interests of both sides. Such goal can be considered the mission of all kinds of trade unions, representatives of participants' majority in work relationships. The mission of employees unions can be formulated as generalization of needs of all professional variety of employees in a particular object of economy, even a particular enterprise, as a set of directions to increase effectiveness of employees work and development of members workmanship and loyalty to their work organization. Both kinds of trade unions are needed for individual, pretending to participate in productive activities. The mission of professional unions is formulation of special requirements of profession in various work processes, introducing these requirements in all particular elements of state's economy and creating a system of professional development for their members because after acquiring some profession in special institutions or in their first work place they are left alone to confront many professional problems inspired by development of technique or markets changes. Employees unions generalize common requirements of all employees of some particular element of economy and inspire their supplying, help to develop members work potential using possibilities of the most qualified members of the union and breed loyalty of members to the work organization and so smoothing natural and unavoidable contradictions between both sides in their work relationships. Such functions of both kinds of unions are actual for employers also and they should support such unions even financially, instead of permanent conflicting. It can be considered that findings of the management theory can be applied in both kinds of trade unions and we can say that trade unions can be managed.

CONCLUSIONS

A mission, directed toward satisfying needs of product consumers outside the human community, can be formulated for a family, a state, a political party and trade unions. Applying the management theory in these human communities enables to create the possibility of increasing effectiveness and efficiency of their existence.

1. The mission of a family as an organization is procreation of a society, supplying it with new members: parents in a new family, employees in various product making organizations, citizens of the state.

2. The mission of a state as an organization is development of the ethnic characteristics of the ethnos, created in the state, because the ethnos is not an object, consciously created by human beings, it is an unmeasurable value itself, not appreciated by too many people nowadays, and can be ruined irretrievably by fast processes of globalization and internationalization. The concept of mission must be complemented with other products, produced by the state and needed by other states.

3. The mission of a political party as an organization is development and spreading out in the society is a space of values, principles and ethical norms, directing all the life of a nation and a political party, named philosophy of the organization in the contemporary management theory.

4. Trade unions should be divided into two kinds of organizations:

4.1. The mission of a professional union as an organization is formulation of special requirements of profession in various work processes, introducing these requirements in all particular elements of state's economy and creating a system of professional development for their members.

4.2. The mission of an employees union is generalization of common requirements of all employees of some particular element of economy and inspires their supplying, helps to develop members work potential using possibilities of the most qualified members of the union and breeds loyalty of the members to the work organization.

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FABIJONAS SAULIUS BUTKUS

Bendruomenės misijos apibrėžtis: vadybinio požiūrio taikymas

Santrauka

Straipsnyje nagrinėjamos vadybos teorijos taikymo galimybes įvairiose žmonių bendrijose. Vadybos teorija vystėsi kaip pramonės įmonių veiklos efektyvumo ir rezultatyvumo didinimo įrankis. Yra nustatyta daug svarbių priklausomybių ir sukurtos taisyklės, kaip racionaliai paskirstyti bendrą darbą ir kaip suderinti tas darbų dalyviams paskirstytas dalis vieningame darbo procese.

Autoriaus nuomone, daugelis vadybos teorijos elementų gali būti vaisingai pritaikyti bet kurioje žmonių bendrijoje, nes kiekvienoje jų vykdomas tam tikras bendras darbas. Svarbiausia sąlyga, įgalinanti taikyti visus vadybos teorijos įrankius, yra pagrindinio bendrijos tikslo, vadinamojo misija, išreikšto bendrijos pateikiamo produkto vartotojų poreikiais, buvimas.

Tokios šeimos, valstybės, politinės partijos, profesinių sąjungų vadybos požiūriu korektiškos misijos sampratos ir pateikiamos šiame straipsnyje.

Raktažodžiai: žmonių bendrija, asmuo, elgesio taisyklės, vartotojas, misija, vadybos teorija, šeima, valstybė, politinė partija, profsajunga