

***Effects of Control and Autonomy on the Management
Efficiency of State-owned Enterprise***

Liudas Jurkonis

Based on an international review of state-owned companies' (hereinafter SOE) management practice and review of related academical literature, the paper seeks to explain and summarise the main determinants of SOE performance efficiency. For this purpose, the concept of SOE management control and autonomy is used, showing a link between the level of control (and / or management autonomy) and the performance efficiency of SOE. A specific case of Lithuania and / or other post-soviet countries has not been analysed in depth so far. Therefore, elements of SOE performance management are analysed in this paper to understand the relations between SOE and its shareholder (state / government), SOE profitability and contribution to the budget, the quality of SOE services and production, the level of public and state interest to be included into the performance indicators of a specific SOE (e.g., in cases of natural monopolies and / or strategic interests of the state). Accordingly, as per main paradigms of public administration (including analysis of the traditional bureaucratic system, new public management (NPM)) and post-NPM, SOE performance efficiency is analysed via the concepts of control and management autonomy. Additionally, an analytical model, which could be applied for the analysis of Lithuanian SOE management reform and its impact, is presented in this paper.

***The Soviet Social Security Model:
Functions, Development, and Lithuania***

Arvydas Guogis, Natalija Bogdanova

This article is unique in that, for the first time, Russian and Soviet social security development in Lithuania is studied comprehensively and systematically, including all major types of social insurance, tracking changes over time and identifying their causes. The article broadly analyzes the social security legislation, publications of Soviet Union and Lithuanian SSR official statistics, presents a national and international analysis and the archival materials revealing how the Lithuanian social security system evolved during the Russian and Soviet rule. The article reveals the structure and ideology of the Soviet social insurance system. In the whole territory of the USSR, the same principles and laws of social insurance were applied. However, in several Soviet republics, for example, Lithuania, some specific elements were observed, which influenced the administrative methods of social security, social insurance, and social support.

***Chinese Propaganda in Russia:
Aesthetic Elements of the Strategy***

Arūnas Skrudupas

The article analyses the aesthetic dimension of Chinese propaganda in Russia. The analysis seeks to identify the aesthetic component of Chinese propaganda in Russia as the fundamental, synthesising catalyst of Russian Sinophilia which unites several factors. The aesthetic aspect of Chinese propaganda in Russia is revealed through an analysis of official PRC websites in Russian, which clarifies a close connection between *form* and *content* in propaganda. The *form* quite often acquires a function which not only imparts the *content*, but also corrects it and uses it to manipulate and dominate. The analysis names as Russia's Achilles' heel its unbridled and unshakeable belief in its unique and inevitable Messianic mission in World History. This is its weak spot exploited by Chinese propaganda. The Russian reaction to

Chinese propaganda is analysed, invoking the categories of both Sinophilia and Sinophobia. It is asserted that Chinese propaganda in Russia relies on the principles of involvement and participation, which are based on cultural exoticism and Confucian philosophy. To sum up, Chinese propaganda in Russia is identified as part of a plan/strategy for the establishment and maintenance of a grand, universal, practical, cosmopolitan Chinese philosophy or world order at the level of a global international system and world politics.

***The Complexity of the Concept of Islamic Revivalism
and Revivalist Understanding of a Proper Model of State***

Raimonda Iškauskaitė

Islamic Revivalism is not a brand- new phenomenon, but, with increasing the files of exponents, it promotes a variety of discussions on how and when it started, its mainstream ideology, the foremost goals of its activists, etc. Summing up all the analysis and propositions, it could be stated that the phenomenon of Islamic Revivalism (which started, the latest, with the Iranian revolution) designates all-out efforts aimed at the wholesale re-islamization of politics through direct political and / or military actions. As the definition suggests, the goal of revivalists (a proper Islamic state with three key elements: Islam, Sharia, Islamic ruling system) is the same, but the approach to reaching it might not be indiscrete. Therefore, Sunni Islamic revivalists, who are the main object of the research, are divided into three groups: islamists (the most moderate Muslim revivalists with political goals), fundamentalists (who might radically impose religion on politics, though do not necessarily will claim to have a political project), and radical Muslims (who are committed to violence and seek for their goals, on any terms).