

**OBSERVATION AND ACTION IN SOCIAL SCIENCE RESEARCH:  
ABSTRACTS PREPARED BY 2002-2003 VISITING SCHOLARS**

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## **PREFACE**

The Research Program in Social and Organizational Learning at The George Washington University hosts visiting professors for periods of several months or an academic year. In the 2002-2003 academic year, the Research Program hosted eleven visiting professors. They were part of the Junior Faculty Development Program, which is funded by the U.S. Department of State's Bureau of Educational and Cultural Affairs. Each visiting professor is assigned a GW faculty member as a mentor or advisor.

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Stuart A. Umpleby, Director  
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## CONTENTS

1.	Alisher Abidjanov <i>The Development of Civil Society in Uzbekistan</i> _____	5
2.	Farida Alimova <i>Tourism Development in Uzbekistan</i> _____	7
3.	F.T. Anbari, E.V. Khilkhanova, M.V. Romanova, and S.A. Umpleby <i>Cross-Cultural Differences and their Implications for Managing International Projects</i> _____	8
4.	Olga Christyakova <i>The Role of the Orthodox Religion in the Management of the Russian State</i> _____	9
5.	Dmitry Galkin <i>A Creative Economy vs. Global Pop Capitalism: Challenges for Cultural Policy</i> _____	10
6.	Naveen Hariprasad and Stuart Umpleby <i>Two New Methods for Analyzing Social Data: Time-Distance Analysis and Socio-Economic Risk Analysis</i> _____	12
7.	Saadia Khilji and Stuart Umpleby <i>Measuring the Spread of Management Theories and Methods</i> _____	13
8.	Dorji Khilkhanov and Erzhen Khilkhanova <i>Private Property in Russia and the West as a Foundation of Cultural Differences</i> _____	14
9.	Erzhen Khilkhanova and Gulmir Asanbaeva <i>Gender and Global Business: Comparing Kyrgystan and the U.S.A.</i> _____	15
10.	Natalya Mamedova <i>Problems of Managing Ecological Development in Central Asia</i> _____	16
11.	Vasyl Nepyivoda <i>Developing Sustainable Management of Forests in the Chornobyl Exclusion Zone</i> _____	17
12.	Svitlana Shandruck and Stuart Umpleby <i>Participating in the Transition: A Review of Two Decades of Research</i> _____	18
13.	Laryssa Shynkarenko <i>Institutional Change and Reform of the Social Security System in Ukraine</i> _____	19
14.	Yuriy Stankevych <i>The Need for New Art Management Methods in Ukraine</i> _____	20

15.	Stuart Umpleby <i>Disciplinary Matrices for Business Fields of Study</i> _____	21
16.	Olena Yemets <i>Improving Ecological Education and Management in Ukraine</i> _____	22

## THE DEVELOPMENT OF CIVIL SOCIETY IN UZBEKISTAN

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After independence was proclaimed in August 1991 Uzbekistan declared its intention to create a civil society. Now, twelve years later, we are able to analyze progress in this field, to observe achievements and problems and to identify trends in this process.

First, we need to define the term Civil Society. In the literature there are many views on this question, and the examination of it demands separate research. So, I shall use a general definition. "Civil Society is the aggregate of social relations (economic, political, cultural, etc.) that exist in democratic society independent from the state. This definition is too general and has some weaknesses, but I think that we can use it as a tool for this research.

Currently in Uzbekistan, we can conclude (in accordance with our definition of Civil Society) that Uzbekistan does not yet have a well-developed Civil Society. Uzbekistan is still in the process of creating democracy. However, we can try to define the level of development of Civil Society in Uzbekistan.

The first necessary condition for the existence of Civil Society is private property. It is the basis of economic freedom and human freedom in general. The development of the private sector in Uzbekistan started only recently and according to optimistic official information is now about 20-30% of the economy. The middle class in Uzbekistan is in the formative stage. A free market economy is developing now.

The second necessary condition for Civil Society is political democracy. The process of developing democracy in Uzbekistan is proceeding in the face of significant difficulties. Uzbekistan still needs to develop independent political parties, independent media and labor unions independent of the state. Many reasons lie behind this situation. For example, until 9/11/2001 there was the threat of Islamic fundamentalism from Afghanistan. It was one of the factors restricting the development of democracy in Uzbekistan. Other factors are connected with the history of Civil Society in Uzbekistan. For example, Civil Society requires a certain type of culture, which we can call a "democratic culture". Unfortunately, Uzbekistan has no strong democratic traditions or institutions. This is one of the reasons why Uzbekistan does not have a well-developed "democratic culture."

Given these conditions we can speak about the possibility (but not the necessity) that Uzbekistan will develop its Civil Society. Presently Uzbekistan is at the beginning of the journey. Other countries that want to develop Civil Society are in a similar situation. What features distinguish Uzbekistan from these other countries? First, in Uzbek society an important role is played by the "mahalla". It is the people who live in the same district (a couple of blocks). The mahalla committee is actively involved in the life of the community and has a big

influence. At the meetings of the committee the daily problems of the community (weddings, funerals, organization of holidays, helping the poor members of the community, etc.) are discussed and solved. The correspondence between the mahallas and the western model of Civil Society is often discussed among Uzbek scholars. In my view the mahallas are more closely related to a feudal society than to contemporary free associations of citizens.

The next specific element of Civil Society in Uzbekistan is whether there are many voluntary, non-governmental organizations. Some Uzbek NGOs today are supported by foreign foundations. Often the people in these NGOs do not have any experience and their aspirations are largely financial. Some elements of Civil Society are based on Soviet era organizations. The union of writers, the union of musicians, youth organizations, etc. continue to receive support only from the government. Other features in the development of Civil Society in Uzbekistan are similar to features in other post-Soviet countries.

A key question is, do we need Civil Society in Uzbekistan now? There are some countries where Civil Society was underdeveloped but now have good economic results. South Korea is an example. Bangladesh is an example of a country that has institutions of Civil Society but little economic growth. I think, the answer to the question is yes. We have to develop Civil Society in Uzbekistan. The reason is that now Uzbekistan goes through a difficult phase in its history. In this period government needs to hear different voices, which exist in the society, and the institutions of Civil Society can assist in this process. An active, broad Civil Society will discipline government and help to develop political and civic participation.

# TOURISM DEVELOPMENT IN UZBEKISTAN

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The Republic of Uzbekistan is now in a difficult transition to a market economy. At the present moment, the most important problem is the stabilization of the economic situation in the country. To achieve this, it is essential to activate all possible resources of the country and to direct them in order to strengthen the sovereignty of the Republic. Tourism plays an important role in achieving these goals. International experience shows that tourism, as a branch of an economy, may, after some investment, soon become one of the most profitable sources of hard currency income for a country. Uzbekistan has tremendous potential for developing its tourism industry. The Republic has an advantageous geographical location. Historically the territory of modern Uzbekistan was the location where ancient trade routes crossed, the most famous one being the Great Silk Road, which stretched from the cities of China to the Mediterranean ports of Tire and Sadon. Glass, porcelain, soap, powder and well-bred horses were developed for trade along these roads.

The climate is also favorable for the development of tourism. Guests can be received almost throughout the year. Uzbekistan is considered to have the greatest tourist potential of all the Central Asian countries. Uzbekistan holds ninth or tenth place in the world for its recreational resources. Thus, many historical and cultural monuments, a favorable climate, natural attractions such as mountains, combined with a long tourist season create an opportunity to develop tourism in Uzbekistan. But, unfortunately, the potential of the tourism resources of the Republic are not being fully used. For example, there are more than 4 thousand architectural monuments but only about 6 hundred are functioning today. It is important to give more attention to tourism development in Uzbekistan because it generates hard currency income to broaden economic relations with other countries. Tourism is also a means of developing markets in the region. Moreover, tourism promotes peaceful relations among countries, since it leads to mutual understanding among people from all over the world.

## CROSS CULTURAL DIFFERENCES AND THEIR IMPLICATIONS FOR MANAGING INTERNATIONAL PROJECTS

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Effective use of cross-cultural teams can provide a source of experience and innovative thinking to enhance the competitive position of organizations. However, cultural differences can interfere with the successful completion of projects in today's multicultural global business community. To achieve project goals and avoid cultural misunderstandings, project managers should be culturally sensitive and promote creativity and motivation through flexible leadership. This paper describes the most well known and accepted cross cultural management theories. These theories consider relations between people, motivational orientation, orientation toward risk, definition of self and others, attitudes to time, and attitudes to the environment. We discuss motivation and training of multicultural project teams and relevant implications for project management. We provide examples of success and failure in international, multicultural projects. The paper concludes that global project management can succeed through culturally aware leadership, cross cultural communication, and mutual respect. Without them, it is destined to fail.

## THE ROLE OF THE ORTHODOX RELIGION IN THE MANAGEMENT OF THE RUSSIAN STATE

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The establishment of the Ancient Russ in the 9<sup>th</sup> century was integrally tied with the Orthodox religion. The most important principle in organizing the Russian state and in forming the national culture, which the history of Orthodoxy presents to us, is the principle of unification or integration. The idea of unification of Russ's people and lands was the basis of the political, and cultural development of Russia throughout her history. The history of Russia showed us that political policies tended to separate the strong country into smaller regions with independent governments. In these circumstances the Russian Orthodox Church remained the only bearer of the idea of unity of the Russian people.

The religious tendency toward power integration was strong and close to the spirit of the Russian people even after the October Socialist revolution of 1917. The Orthodox Church gave to the new revolutionary government the spiritual principle of state building. Politicians, with Vladimir Lenin as leader, understood that only unification, as the strongest principle of state policy, could affirm a new power and its dictatorship. But at that time integrity turned into perverted forms and mainly served to justify a "red terror violence" conducted in the country during 20 to 30 years of the 20<sup>th</sup> century in an effort to create unity. Inner-Party life was built on the same religious idea of integrity, where "integrity" does not refer to individual conscience but rather to integration or unity of a group or state. There were Party meetings, congresses, a great number of parades, which were intended to "demonstrate" the inner solidarity and unity of the people from different classes and nationalities of the Soviet Union.

The current political situation in Russia is characterized by many diverse political viewpoints, and this situation impacts on the relationship between the Russian state, the Orthodox Church, and other denominations. Relations between different religions are still contradictory. The confrontation between Orthodox and Catholic churches is continuing in Russia. The idea of "traditional denominations" that is being discussed now in the State Duma suggests dividing the traditional religions in Russia from those that have arisen recently. By "traditional" the Duma means Orthodoxy, Islam, and Buddhism and excludes Catholicism, Protestantism, Judaism, the "Old Believers," etc. This division has the effect of favoring a selected faction within Christianity. As Putin said recently, "There is no Russia without Orthodoxy and no Orthodoxy without Russia." The separation of religions into traditional denominations and non-traditional denominations creates conflicts among religious groups.

## CREATIVE ECONOMY VS. GLOBAL POP CAPITALISM: CHALLENGES FOR CULTURAL POLICY

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The dramatic success of the American market economy has led to a Global Pop Capitalism in cultural products and industries. This development has created a need for multi-lateral cooperation to design cultural policies which can instead lead to the development of a Creative Economy.

If we look at culture and cultural production from the perspective of economics, we can examine both the private and public sectors. In terms of the private sector supply is organized by cultural industries (e.g., audio-visual production, arts markets, cultural tourism, publishing, media and entertainment). Demand is provided by individual, sovereign consumers. Regulating principles include private property and freedom of speech. In terms of the public sector there are the cultural rights of citizens, national heritage, the cultures of communities, and government cultural policies. This simplified model is useful as a theoretical tool to understand contemporary challenges in the field of cultural production. The American model, which is based on a huge private sector, a significant non-profit sector, and a tiny state sector, has demonstrated dramatic success over the European model, which is based primarily on state cultural policy. The most obvious examples of the success of the American model are movies and TV programs.

Looking more closely at the private sector, we can identify several features, which contribute to the success of this model: a large role for giant corporations (because of huge costs and risks), international division of cultural labor, vertical integration of corporations (from production to distribution), horizontal cross-cultural integration, corporate agreements with supporting industries (e.g., Disney and McDonalds), active engagement of cross-cultural creative resources, aggressive marketing, effective technological innovations, appealing features of cultural products, and active government support of free trade. H. Feigenbaum has shown how technologies of digital compression and satellite broadcasting create new possibilities for consumers and enable them to avoid national restrictions. T. Miller and N. Govin argue that the success of Hollywood is based on a system of involving a cheap workforce.

However, the market approach to producing cultural products provokes some serious challenges. It creates pressure for less economically elaborated systems of cultural production to adopt a similar market-oriented approach. It tunes the legal mechanism of copyright in favor of big corporations instead of stimulating open, creative activities. It encourages deregulation in national cultural policies and tends to reduce protection of national cultures. It also elevates issues of privatization in the field of culture and redistribution of cultural capital from the public to the private sector.

The political implications of the market model of cultural production are dramatic.

National governments are searching for ways to restrict or avoid the growing influence of this form of cultural expansion. Cultures around the world face a new economic reality. The US actively exports not only cultural products, such as movies or TV programs, it also is provoking the development of an alternative way of organizing cultural production. Venturelly has suggested that this alternative method of cultural production could be called the "Creative Economy" because of its ability to mobilize innovations and the creative resources of societies. However, the emerging cultural economy might become instead Global Pop Capitalism because of the market economy's ability to organize culture in a unified style of production (organized by genre -- melodrama, soap-opera, blockbuster, etc. -- and by the modes of consumption). A unified style of production threatens to marginalize diverse types of cultural production. The only way to escape "culture wars" may be to design multi-lateral approaches to cultural policies in the name of harmonization, economic prosperity, consumer satisfaction, and cultural identity in order to achieve a Creative Economy instead of Global Pop Capitalism.

## TWO NEW METHODS FOR ANALYZING SOCIAL DATA: TIME-DISTANCE ANALYSIS AND SOCIO-ECONOMIC RISK ANALYSIS

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Pavel Sicherl in Slovenia and Karl Mueller in Austria have created two new ways of measuring differences among social systems. The measures are called “time-distance analysis” and “socio-economic risk analysis.” These measures can be used to examine differences among several countries, for example developed countries and developing countries. The new methods could also be used to compare the relative movement of corporations, universities, non-governmental organizations or minority groups on selected measures. For example, which organizations are moving ahead and which are falling behind the average for the group. This paper will explain how these measures are different from current measures for comparing nations or organizations, will explain how the new measures are computed, and will give some examples of how the measures can be used in policy analysis.

The methods proposed by Sicherl and Mueller are quantitative measures for analyzing the performance of social systems. Usually, when comparing countries graphically, time is used as the horizontal axis, and some other variable, such as GNP per capita, is used as the vertical axis. The relative progress of two countries can be judged by examining the gap between two lines. Is the gap increasing or decreasing? However, a different set of questions is possible: Which countries are moving ahead of the average and which countries are falling behind? How long will it take for the developing countries to catch up with the developed countries? Is the time gap increasing or decreasing? Are countries converging or diverging in their performance on various measures? Time-distance analysis gives a better impression of the trends among groups of data in specific time periods. The new graphs show disparities among data that older methods do not.

The second new analytic method is socio-economic risk-analysis. This method can also be used to examine disparities among countries or regions. Socio-economic risk analysis uses a comparatively large set of social indicators that are transformed into aggregate measures of inequality. For example, several measures of living conditions and health can be combined into aggregate measures that reveal a strong link between the overall state of health and an aggregate measure of living conditions. Preliminary research has shown that higher correlations are obtained between these multi-dimensional measures of inequality than among the dimensions taken separately. An explanation for the higher correlations is that people at risk generally suffer from multiple disadvantages whereas people with opportunities usually experience multiple advantages.

# MEASURING THE SPREAD OF MANAGEMENT THEORIES AND METHODS

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Knowledge of how management theories and methods are spreading around the world will help managers, academics, and the general public understand the development of a shared language of management and shared management practices. This study reports on various ways of measuring the spread of management theories and methods. We approached the subject from two directions – what data were desired and what data were available. We asked a group of local advisers to indicate the measures they would find most interesting and useful. For thirty-six countries we searched for data on educational programs in management, management consulting firms, professional associations for managers and management scholars, business periodicals, use of the internet, existence of national quality awards, and use of ISO 9000 certification.

The results may be of interest to several groups of people – management professors, executives in large consulting firms, managers of international companies, business journalists, and heads of state and political leaders seeking to develop their countries. Understanding the spread of management ideas and methods is one way to understand the process of globalization. And knowing what activities aid development serves as a guide in formulating policies.

# PRIVATE PROPERTY IN RUSSIA AND THE WEST AS A FOUNDATION OF CULTURAL DIFFERENCES

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Management in Russia is different from management in Western postindustrial societies. Some of the main features of Russian culture, which affect business relations, are the prevailing role of bureaucracy and autocratic management in organizations; slower work practices; and a preference for high-ranking executives in negotiating processes. One underlying reason for these cultural differences is the concept of ownership. The type of property ownership, especially land, determines human mentality and behavior to a great extent.

In Western Europe from the seventeenth century until the present private property (primarily farms) has prevailed over collective property. In Russia, however, collective property (obshina) has clearly prevailed over private property. Moreover, the same type of property ownership was typical not only for Russian peasants but also for Asian nomads living in Russia (for example the Buryats). Collective ownership of land was typical for about 80% of the entire Russian population, including nomads, at the beginning of the twentieth century. This type of ownership matches with the so-called Asiatic mode of production, which is considered to be the economic foundation of the eastern autocratic states (Russia, China, Uzbekistan, etc.). In the Soviet Union the collective form of property was the only one allowed by the regime. Changes in ownership occurred only after the collapse of the Soviet system. For instance, the Russian Parliament during the last three years has composed a new set of laws, which has officially established private land ownership.

History shows that the Russian economy most of the time was characterized by a collective form of property ownership. Accordingly, the form of property ownership is the key concept, which has determined the collectivist orientation of Russian culture.

## GENDER AND GLOBAL BUSINESS: COMPARING KYRGYZSTAN AND THE U.S.A.

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Over the years, the number of international businesswomen has grown but not at a rate consistent with the number of women in the workforce in their respective countries. Women in the United States and Europe have benefited from affirmative action programs and equal opportunity laws that hold employers accountable for promoting women. Women in these countries have also benefited from a history of activism and family-friendly laws. However, women's advocacy groups claim there are still numerous barriers confronting women in the labor market. First, women are more likely to be assigned to less challenging positions than men (vertical discrimination). Second, significant pay gaps exist between women and men in positions involving similar responsibilities (horizontal discrimination). Another important obstacle is deeply culture- and gender-specific and refers to male professional networks that leave women out of opportunities for promotion, career advancement, and new jobs due to traditional patterns for sharing social roles and responsibilities.

In the newly emerging states of Eurasia, such as Kyrgyzstan, many of the obstacles are similar, but some obstacles are purely culture-specific. In spite of legislation, discriminatory hiring practices leave little space for women to obtain a beneficial job, and they are still considered to be workers of the 'second category' due to their child-bearing responsibilities. Wage discrimination is flourishing. In Kyrgyzstan women received 65% of men's salaries in 2002, compared with 67.6% in 2001, and 71% in 2000, due to being placed in lower qualification positions and in the traditionally low-paid social sectors of the economy. Sexual and age discrimination are prohibited in theory only. Job announcements, such as "Female Secretary Under 30 Years Old Wanted", are common in media outlets, displaying a need for stronger antidiscrimination legislation and appropriate enforcement of laws. The "glass ceiling" survives across the globe, though in some countries existing cultural stereotypes compound the problem. In 2002 women in Kyrgyzstan held 12% of chief administrative positions, 14% of medium level positions and more than 50% of lower level positions in the public sector, representing a 'pyramid' distribution. The situation in the private sector is worse. By comparison in the US in 1996 women held 43.80% of executive and managerial positions while men held 56.2%.

Why does the number of women in the labor force matter? The statistics show that *norms* and *prejudice* rather than economic efficiency determine the labor supply and labor demand in all countries. Norms, prejudices, and stereotypes are deeply rooted in culture. Cultural patterns at work reflect cultural patterns in the wider society. Cultural norms need to be questioned in light of modern demands for economic and social development.

## PROBLEMS OF MANAGING ECOLOGICAL DEVELOPMENT IN CENTRAL ASIA

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Managing ecological development (social and economic development with an ecological orientation) needs to be implemented on the national level because it is related to economic policies, which are implemented by the responsible government agencies. The countries of Central Asia currently have an extremely difficult social and economic situation. The governments in the region hope to prevent an economic crisis and to improve their economic situations by more intensive exploitation and export of natural resources.

Three categories of natural resources -- energy, water, and land -- are major factors in the economic development of Central Asia and exhibit common regional problems: irregular allocation, inefficient utilization of resources, deficiencies in technical education, etc. These transboundary issues are sources of political and economic tension among the Central Asian nations and can cause unstable situations, negatively impacting economic development and worsening national conflicts in the region. Increasing salinization of land and water, desertification, soil erosion, deterioration in water quality, threats to biodiversity, and degradation of coastal landscapes are the most serious environmental problems in Central Asia. These problems continue to constrain economic growth. A truly international disaster, the region of the Aral Sea basin, is a striking example of the mismanagement of natural resources. Limited financial resources exacerbate the national ecological crisis. Sustainable development and management of energy, water, and land resources have great potential to provide economic opportunities. Ensuring the sustainable management of the Caspian Sea is an extremely important and difficult objective that is necessary to prevent additional ecological disaster.

Integrated natural resources management contributes to social and economic growth while preventing future environmental disasters. This type of management must become the basis for policies and local use decision-making. Establishing and strengthening productive partnerships with national and regional institutions, environmental NGOs, government regulators and international organizations, such as USAID, CIDA, IFAS, the World Bank, GEF, etc., will promote the success of ecological development management in Central Asia. The Kyrgyzstan State Energy Agency (SEA) and the Kazakhstan Electricity Association (KEA), representing private and government-owned electric power companies, along with Turkmenhydromed and other organizations have received funding from US AID's Natural Resource Management Project. USAID/NRMP also facilitated the presentations of oil companies on optimization of oil production from offshore fields in the Caspian Sea.

# DEVELOPING SUSTAINABLE MANAGEMENT OF FORESTS IN THE CHORNOBYL EXCLUSION ZONE

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After the Chernobyl accident, forests serve as a sink and long-term accumulator for radionuclides, preventing them from further migration. Never before has the challenge to manage forests with massive radiation contamination existed. The idea of sustainable forestry management is transformed in these circumstances. The purpose is to prevent the migration of radionuclides outside the most contaminated Exclusion Zone, depopulated territory surrounding nuclear plant roughly within the radius of 18.5 miles (totally 504,200 acres), via the conservation and reproduction of forests. Chernobyl Forest, a governmental enterprise responsible for forestry management within the Exclusion Zone, has encountered serious difficulties. The unique conditions require special managerial approaches. A specific territorial organization, concentration of production and housing facilities, minimizing the total radiation dose for personnel according to radiological safety requirements, and harsh budget constraints are unavoidable requirements for this enterprise. Chernobyl Forest could generate some revenue and at least partially cover expenditures by limited harvesting of commercial timber. However, licensing and certification, which are necessary in this case, impose additional barriers for sale of the timber. Although Chernobyl Forest has managed to tackle the most urgent problems and accumulate priceless experience, uncertainty concerning the future of these forests remains high.

## PARTICIPATING IN THE TRANSITION: A REVIEW OF TWO DECADES OF RESEARCH

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Beginning in the early 1980s Stuart Umpleby organized a series of meetings involving American and Soviet scientists on the subject of systems theory and cybernetics. Originally the topics included epistemology, methodology and management. As glasnost and perestroika became policies in the Soviet Union, the subject of large-scale social experiments was added to the topics discussed. These meetings focused on conceptual issues – different theoretical and philosophical assumptions and how the different political systems influenced the way science was conducted.

In 1994 The George Washington University began hosting young professors from the former Soviet Union under the Junior Faculty Development Program, which is funded by the U.S. Department of State. During the 1990s research focused on how to understand the cultural and social differences between the U.S. and Russia. Papers were written using a wide variety of methods including causal influence diagrams, tables of beliefs and assumptions, historical analysis, the Associated Group Analysis method from psycholinguistics, and the psychological theories of Lawrence Kohlberg and Vladimir Lefebvre.

In the 2000s we have added to our work a concern with ways of improving the management of NIS universities and other organizations. For example, we have discussed quality improvement methods and conducted several exercises using the Technology of Participation and Quality Improvement Priority Matrices. We now encourage the visiting scholars to go beyond revising courses and curricula and in addition to use Western management methods in the management of their home universities.

# INSTITUTIONAL CHANGE AND REFORM OF THE SOCIAL SECURITY SYSTEM IN UKRAINE

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After declaring its independence, Ukraine started democratic reforms. One of the main subjects of attention currently is reform of the Ukrainian Social Security System which was established under a socialist planned economy. The main goal of this reform is to transform the Ukrainian Social Security System into an institution suitable for a social-oriented market economy. Social Security System reform faces many problems. One of the main problems is the lack of funds, primarily budget funds, to fully implement the requirements of current legislation.

This paper reviews the current Social Security System in Ukraine and analyzes the main tasks of its reform. These are:

- Implementing a three-pillar pension system:
  1. Pay-as-you-go (solidarity) component (it is intended to prevent poverty among old people by distributing part of Pension Fund money to people who had low incomes in their working lives).
  2. Mandatory fully funded (accumulation) component (the mandatory, individual account, defined contribution pension system).
  3. Voluntary accumulation component (the Non-Government Pension Programs Bill of 2000 established the foundations of voluntary, supplementary pension plans).
- Implementing five types of social insurance (Unemployment Insurance; Insurance against Temporary Disability and Expenses Associated with Births and Funerals; Industrial Accident and Occupational Diseases Insurance; Pension Insurance; Medical Insurance).
- Implementing new legislation about state benefits for different population groups.

Transforming the old social security program into a market-oriented social security system will increase the level of social security for the Ukrainian people.

## THE NEED FOR NEW ART MANAGEMENT METHODS IN UKRAINE

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Art management has been developing as a new area of interest in Ukraine for the last ten years. The educational system in the field of art management is now going through a transitional period from totalitarian educational principles and methods to new conceptions. There are no strong art management specialists in Ukraine. Scientists and students have limited access to contemporary foreign historical and theoretical concepts in this field of study. Although Ukraine has only one Department of Art Management in the Kiev Academy of Art and Architecture, the country has nearly one thousand museums and galleries. Most art institutions need to reform after the communist period. It is important to apply foreign experience for the development of the educational system. The adoption of new public relations and fundraising methods in museum and gallery management will be useful for presenting our artists and collections abroad.

Most of the museums and galleries in Ukraine were built during the communist period or before World War II. This means that the information presented in these art institutions carries a very noticeable political message. Currently a lot of art institutions are reworking the ideas in their expositions, but they do it using old experience. That is why we need to inculcate new foreign art management methods.

To make art management reform successful, it is important to develop art management educational programs in Ukraine. Several actions are needed to accomplish this goal. First, open more art management departments in regional universities. Second, invite professors and experts from abroad. Finally, organize conferences and workshops and translate professional literature about art management. We shall then have our own specialists with new experiences. They will apply the new knowledge in our art institutions.

It is very important for Ukrainian art managers to attend international events like the Venice Biennial or a Pompidou Center Exposition. If our art institution managers have such opportunities, the cultural level of Ukrainian art institutions will rise.

It is widely acknowledged that museums, galleries and other art institutions are important in the tourist business. If we do not develop them, we will lose money, because tourists from abroad will not be interested in the old cultural products. Other republics from the former Soviet Union may take our place. When our art institutions are known abroad, Ukrainian cultural products will be more popular. Therefore, applying new art management knowledge is very important today for Ukraine.

## DISCIPLINARY MATRICES FOR BUSINESS FIELDS OF STUDY

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In the postscript to his book *The Structure of Scientific Revolutions* (second edition, 1970) Thomas S. Kuhn attempted to clarify what he meant by a “paradigm.” In his explanation he invented the term “disciplinary matrix.” Kuhn said that a disciplinary matrix had at least four components: 1) symbolic generalizations or definitions, 2) beliefs, models, and analogies, 3) values, and 4) exemplars. I have used the idea of a disciplinary matrix for several years at GWU as a way to help graduate students understand the nature and structure of scientific theories. This work has led to three additional components: 5) guiding questions, and 6) techniques.

Since 1994 I have suggested that doctoral students in an introductory class in the philosophy of science identify several examples of each of these components for their particular fields. This presentation will provide an overview of this work for the following business fields: accounting, decision sciences, finance, human resources, information systems, international business, logistics, marketing, organizational behavior, public administration, science and technology policy, and strategic management.

## IMPROVING ECOLOGICAL EDUCATION AND MANAGEMENT IN UKRAINE

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Training specialists in the field of ecology and the development of an integrated cultural outlook on ecology can be decisive factors in overcoming the present global ecological crisis. Therefore ecological education in Ukraine is one of the priority areas of state policy.

In recent years efforts have been made in Ukraine to involve all age groups of the population in ecological education. However attention is paid principally to the ecological education of the younger generation. This has included required courses as well as additional programs and the establishment of Young Naturalist Centers. The Olympiads in Ecology often held in Ukraine and abroad also have a positive influence.

The situation is more difficult in higher education. The specialty “ecology” only recently has been added to the official list of specialties in higher education institutions in Ukraine. New required courses such as “Principles of Ecology” and “Ecology and Environmental Protection” have been included in curricula. But, despite this progress there is not an efficient system of ecological training and management in Ukraine.

A group of Ukrainian specialists have prepared a report about the Development Ecological Education in Ukraine. It encourages:

- improving teaching methods and the professionalism of ecology teachers ;
- incorporating ecology in certain disciplines and generally raising ecological awareness
- deepening the philosophical and psychological treatment of ecology by describing the social-cultural functions of ecology in society ;
- creating on integrated system of ecological knowledge ;
- taking into consideration the traditions of the Ukrainian people as well as the economic situation in the country.

These actions will promote the formation of ecological knowledge and thinking necessary for making the appropriate administrative decisions at the level of enterprises, cities, regions and the whole country. A multidisciplinary approach should be a key principle in achieving cooperation between human society and nature and will strengthen the system of ecological education and management in Ukraine.