

Interview with Prof Sergey Bushuyev¹



Sergey Bushuyev, PhD, Dr. Sc., is Professor at Kiev National University of Construction and Architecture (KNUCA) in Kiev, Ukraine, Honorary Scientist of Ukraine, Laureate of National Scientific Award, and Honorary member of IPMA .

Professor Bushuyev is Head of the Department of Project management at KNUCA, specializing in Strategic Project Management and Organizational Development. He is also founder and President of the Ukrainian Project Management Association (www.UPMA.Kiev.ua) and founder of the Project Management Academy in Ukraine (1999).

Sergey studied at Kyiv Engineering-Construction Institute, faculty of Automation and Information Technology (1970), PhD (1973), Dr.Sc. (1986), Professor (1988), and honorary Scientist and Technician of Ukraine (2003). He served as Founder and President of the Ukrainian Project Management Association (UPMA) (1993); active member of the New York Academy of Sciences (1996); Head of Project Management Department (1997); Adjunct Professor at University of Technology Sydney, Australia (2002); visiting Professor at ESC Lille, France(2003); Member of Certification Validation Management Board of the International Project Management Association - IPMA (1997); Ukrainian Academy of Sciences - Active member (2003); and St. Petersburg Academy of Engineering Science (Russia, 1998) – Active member.

Dr. Bushuyev has published more than 200 scientific books and articles. He is a member of the editorial board of the International Journal of Project Management published by IPMA, and for several other national and international Journals. He has read lectures and taught courses at Bremen University in Germany; at the Economic Development Institute of the World Bank in Washington, DC, USA; at the Bratislava Technical University in Slovakia; at Strasciaide University of Glasgow, Scotland in the UK; in the Total Quality Management program in Sweden; at the Vienna University of Economics and Business Administration in Austria; at the Lograno University in Spain;

¹ This interview was conducted via email by David Pells, Managing Editor of the PM World Journal in March 2015.

Poland University of Business Administration; and at Brno University in the Czech Republic.

Since 1975, Dr. Bushuyev has prepared 40 candidates for Science (Ph.D.) and Doctor of Science in Development Information Management Systems and Project Management. Since 1996 he has been responsible for preparing more than 2500 candidates for Masters of Science degrees in Project Management. Recipient of an Award as the best professor of Ukraine in 1987.

Preface

This interview was conducted via email in late March 2015 by **David Pells**, managing editor of the *PM World Journal*. Before asking questions, David mentioned some of the recent geopolitical economic issues unfolding in Ukraine.

Professor Bushuyev, thank you for agreeing to answer a few questions about the situation in Ukraine and the impact of developments over the last year on your country, institution and personal life. It has now been just over one year since the political changes in Ukraine following the Maiden demonstrations in Kiev and the subsequent Russian annexation of the Ukrainian peninsula of Crimea, a drastic blow to Ukraine's sovereignty. In addition, since February 2014 a civil war has raged in Eastern Ukraine where Russian-backed separatists have seized control of much of the Donbas Region, including the Donetsk and Luhansk oblasts and some bordering areas. Since late 2014, cities outside of the Donbass combat zone, such as Kharkiv, Odessa, Kiev and Mariupol, have been struck by bombings that targeted pro-Ukrainian unity organizations.

While Europe and North America have announced economic and political support to Ukraine over the last year, and various sanctions have been levied against Russia, Ukraine has received little military assistance and seems to be nearly alone in trying to defend itself from Russian aggression. A number of European and international financial institutions have also provided some economic and financial assistance, including the World Bank's announcement in early March of a \$40 billion aid package. Nonetheless, Ukraine has suffered immense economic damage, Ukrainian citizens and organizations have been seriously hurt, and the country seems to have been set back on its path to democracy and modernization.

I have known you since our first meeting in Kiev in 1992; we have met many times at international project management conferences; I have met your family, colleagues and students; you have been a mentor and advisor for the *PM World Journal* and library for many years; and we have remained in contact via email. For these reasons, I have watched the events in Ukraine unfold with growing concern for your well-being, and the future of the Ukrainian Association of Project Management, which you founded shortly after our first meeting and which has been the Ukrainian representative in IPMA for the last 15 years or more.

With that brief introduction, I now pose the following questions that I think will be of interest to your friends, colleagues and readers around the world.

PM World Journal (PMWJ): How would you describe the current situation in Kiev?

Prof Sergey Bushuyev: There is considerable pressure of events in the East on psychological atmosphere in Kiev. We clarify struggle of the oligarchs and politicians for state-owned assets. Redistribution of spheres of influence in profitable business and last units of state property.

PMWJ: Is the government functioning effectively?

Bushuyev: No, for one year they destroyed practically all economy. Many Ministers were appointed for political reasons. They are not competent and do not have experience in public administration. There were many declarations about intention and nothing happened!!! Economy is going to collapse!

PMWJ: Are citizens optimistic or openly worried about the future?

Bushuyev: Ukrainians have become poorer more than four times in one year!

The governance of Ukraine continues losing trust. Fear for the future in all citizens!

PMWJ: What are the greatest concerns?

Bushuyev: Only war in Donbas keeps situation under government control.

The Ukrainian government lives in illusion. They have not accepted reality!

PMWJ: Do you think the Minsk Agreement will be implemented?

Bushuyev: I am not sure! There is lack of political willpower.

PMWJ: Will hostilities subside in the Donbas Region?

Bushuyev: I believe yes from both sides.

PMWJ: It seems that Ukraine withdrew heavy weapons and troops some weeks ago, but will there be any peace?

Bushuyev: I am not sure. In my feeling both sides expect continuation of the war. On TV, both sides (Russian and Ukrainian) lie!!! In my opinion it is good business for some interested parties.

PMWJ: Are Ukrainian relations with Russia forever changed, or can they be repaired, in your opinion?

Bushuyev: If we take into account our economic issues, the relationship can be repaired. It could happen in the next governance cycle.

PMWJ: How have your relations with colleagues in Moscow, Almaty and other places been affected?

Bushuyev: Yes, I have relations with Kazakhstan. I support them, help organize next IPMA World Congress in Astana in 2017.

PMWJ: How can Ukraine best recover economically?

Bushuyev: There is no easy way to do that.

PMWJ: You understand Ukrainian industry and economics much better than I; what is your opinion, given the apparent loss of important industrial enterprises in Eastern Ukraine?

Bushuyev: Most Eastern enterprises destroyed and/or stop production. It is 30-35% of Ukrainian economy

PMWJ: What has been the direct impact on your institution, the National University of Construction and Architecture?

Bushuyev: The finance support from state budget of our university has gone down in this year approximately in 1.5 times. If we take in account inflation (between 40- 400% per year) it is much more.

PMWJ: What about your Project Management Department at the University?

Bushuyev: My department earns nearly 95% of income from Information Technology faculty. In our faculty we have 6 more specializations. Project management becomes more popular as a specialty in Ukraine.

This year we started the Euro Master of Project Management program. Unfortunately many of our students would like to finish this program, then get Ukrainian and German diplomas and emigrate to Europe.

PMWJ: Did you lose students from the regions of conflict? Lose faculty?

Bushuyev: Yes, this year we have some students from the regions of conflict. They lost facilities in Lugansk and Donetsk. They have very good motivation to be leaders in our Master program.

PMWJ: What has been the reaction of your students to the conflicts, economic impacts and political changes within the country?

Bushuyev: They have not accepted it. 85 % of our students would like to find a job abroad! This is our future!

PMWJ: What about your position, your salary, your work schedule and research activities? How have they been affected?

Bushuyev: My position is same, head of project management department in Kiev National University of Construction and architecture. I am president of UPMA as well.

My salary and pension go down dramatically. If we take in account Dollar exchange rate and prices in our shops, it more than 4 times per one year. But it is not the end of story!!!



PMWJ: How has the Ukrainian Association of Project Management (UPMA) been affected over the last year?

Bushuyev: We downsized. Moved to a cheaper office. Our budget continually goes down.

PMWJ: You co-authored a good and serious textbook published in English in 2012 titled *Innovative Principles for Managing Development Programs*. Your co-authors were Ukrainian Prime Minister **Dr. Nikolai Azarov** and the eminent Ukrainian economist **Dr. Fedor Yaroshenko** who was born in Donetsk. What has happened to these strong governmental supporters of professional project management in Ukraine?

Bushuyev: New team has not listened to us! In 2010 we published a book about bubbles in the Ukrainian Economy (in Russian). We predicted all bifurcation points and the crises in 2014.

IMF asked us to present this model and monitoring system. We clarify 11 bubbles in Ukrainian Economy and monitor it every day. We described scenario and public policy for Ukrainian finance system. Now all this bubbles are back with high probability of explosion.

PMWJ: You have worked with several Ukrainian government organizations for many years to promote project management education and qualifications for Ukrainian project and program managers. How have those initiatives been impacted?

Bushuyev: There is no motivation to implement innovation system like “Transparency Budget”, Professional Management of State Development Program, etc. on the highest level of public administration!!! It is a danger for the existing situation.

PMWJ: Is your work with **Prof Hiroshi Tanaka** and the Japanese Project Management Association stopped now? It seemed that you were very successful in advancing the Japanese P2M approach to innovative project management.

Bushuyev: Yes, it was successful. We tried changing all public finance system on the basis of proactive program management principles. We trained with Hiroshi more than 1000 top officials from central and local governments.

PMWJ: Has that work stopped?

Bushuyev: Now this activity stopped. But all books and systems are ready for further implementation.

PMWJ: What was achieved and what are future plans, if any?

Bushuyev: We predict 2014 crises. We developed “bubble model” for anti-crises public finance systems, with scenarios and indicators for successful management. We plan to do same models for EU, Kazakhstan and Russia for predicting challenges and threats. After this research we will see.

PMWJ: Is there more or less interest in professional project management now, during the current national crisis?

Bushuyev: Now we have inside struggle between finance groups using political capability.

PMWJ: It has often been argued elsewhere that project management can become a useful and valuable resource in times of crisis and disaster, when time and money are in short supply. Is that the case in your country? How might that concept be more widely promoted?

Bushuyev: Yes it is true. But not for Ukrainian case. Government life cycle is very short. They do not care about 2-3 years’ strategy and program for developing new economy in Ukraine.

PMWJ: How might the international project management community be of assistance to you, your project management department or to UPMA?

Bushuyev: I feel great support from my friends from all over the world. Thanks to all my colleagues and friends!!!

PMWJ: Finally, I have now learned that your grandson has recently been awarded his PhD in Project Management from your university. Congratulations – to both him and your family!

Bushuyev: Thank you!!!

PMWJ: What was the subject of his thesis, and what are his plans now in such a challenging economy?

Bushuyev: **Bushuyev Denis'** PhD topic was: Managing of organizational pathology for project driven organization. This is abstract of Denis' PhD:

The thesis is devoted to developing models and methods to increase efficiency of portfolios, projects and programs (PP&P) behaviour under uncertainty environment by identifying and removing organizational pathologies (dysfunction) in the management of PP&P. The author proposed an integrated three-level model management PP&P as a reference model "healthy" organization. At the first level generated model of project management methodologies, programs and portfolios of projects based on genomic representations that are combined resource pool organization. The second level is defined fractal model of integrated project management processes, programs and portfolios of projects. The third level is modelling of organizational competency assessment system IPMA OCB®. The method of scanning organizational pathologies (dysfunction) in the management of PP&P based on an integrated three-level model of governance PP&P. Improved method of forming projects elimination of pathologies on the basis of creative templates knowledge management PP&P, which is different from the existing use of the three-level reference model management system PP&P model change management PP&P organizational development, which in contrast to the existing integrated in the fractal model management PP&P model of balanced values during the implementation of programs of organizational development, which is applicable to PP&P levels and measurement model of organizational competence IPMA OCB®, wherein its integration with fractal model management PP&P. The author has developed tools and environment research model dysfunction in project management system MS Excel. Means were implemented in the programs for development public finances of Ukraine, Academy of Sciences of Ukraine financial and educational process KNUCA.

PMWJ: What would you advise other young graduates in Ukraine?

Bushuyev: There are many interesting research topics on my team.

This week will be defended two dissertations under my supervision.

1. **Rogozina Victoria** (you met her in Rotterdam and in Dubrovnik), her PhD topic is:

Mechanisms for managing of development project-oriented organizations on the model of complementary values.

Victoria's PhD abstract:

In the thesis analyzed the existing approaches to project management of organizations identified key attributes of complementarity to form a balanced program of values organizations developed a set of models, methods and mechanisms to ensure the effectiveness of organizational development programs. For this improved classification of projects forming complementary values, ensuring effective management of organizational development programs, integrated assessment methods based chain complementary values development programs organizations to effectively manage organizational development, algorithm and software complementary value formation and migration values development programs of organizations providing effective management of organizational development programs. Model creation and migration values by the project within a functional, behavioral and contextual components to determine core and complementary system of values that ensure project success. Methods and models for creation/migration values in the project management system produced in MS Excel. On the basis of the proposed models and methods built algorithms targeting and value-based project and program management. Introduced genomic model of value-based project management methodology P2M. Shows a model template benefits create value in the projects. On the basis of the proposed models and methods developed a business case control values of the organization. Business case confirmed the efficiency of the proposed models and methods, and basic scientific research hypothesis. The results of the research implemented in projects and programs of the Academy of Sciences of Ukraine financial and educational process KNUCA.

2. **Molokanova Valentina.** Dr. Sc. Dissertation with topic:

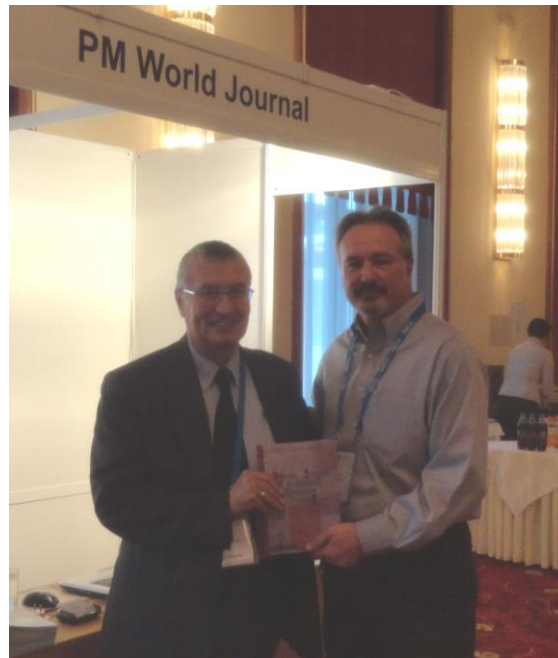
Theoretical and methodological principles of the state control function realization as a public service.

The dissertation is devoted to the development of scientific-methodical bases value-oriented portfolio management for organization development. Conceptual framework value-oriented portfolio management for organizational development based on models of the life cycles of projects, the vision of development organizations on the basis of the evolutionary theory of values in the dynamic environment.

Analyses of the existing concepts, models and methods of portfolios management for organizational development are made. Matching between prevailing levels of organizational values and established practices of project management has shown that the portfolios project management should be considered from a fundamentally new paradigm - as an instrument of system development based on the dominant in the organization values. Consideration value-oriented management development management through a projects portfolio has allowed developing a methodology of portfolio management based on the dominant values and synergistic approach. The model of value-oriented portfolios formation was designed.

The synergistic-competitive analysis method for the portfolios components, which ensure the synergy of portfolio, is formed. Practical application of the proposed technology management for value-oriented portfolio management, as a complex of organizational and technical systems was considered. A method of formalization of the subject area with assessing of the enterprise state is constructed.

Next month 2 more of my Doctorate and PhD students will defend dissertations.



Prof Sergey Bushuyev and David Pells
With recently published book *Innovative Principles for Managing Development Programs*,
by Azarov N.Y., Yaroshenko F.A., Bushuyev S.D.
IPMA World Congress, Crete, Greece, 2012