

# Post-War Anomie in the Field of Management Leadership and Anomie Overcoming Models

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## Abstract

This paper presents the results of a theoretical-methodological analysis of the post-war anomie phenomenon in management leadership. The main features of post-war anomie are shown. The paper investigates this topic in the following logical sequence: in a post-war society, where almost all areas of public life marginalize rapidly, a marginal type of manager becomes dominant. It is a kind of hybrid type of management, which occupies an intermediate position between the traditional (pre-war) and new (post-war) types. In a post-war society, a sense of security and confidence in the future is replaced by uncertainty. At every step, a contradictory situation arises, social tensions grow, and competition and interpersonal and intergroup conflicts become more widespread. The consequences of the war are felt more strongly, and the living conditions of people are deteriorating, which causes panic, shocks, stress, and psycho-physiological disorders. People do not even have a vague idea of where society is moving, their role in this process, and where their place is – all this gives rise to uncertainty in the future. It becomes difficult for many to adapt to new conditions psychologically. For the individual, the social world is collapsing in the truest sense. Traditional stereotypes of adaptation and rationalization are being destroyed – people do not understand what is happening in their environment. The research theoretically proves that specific models aim to overcome anomie in a post-war society. Overcoming anomie also suggests a strong influence, sometimes needed to move towards the chosen direction. The problem is that very often, strong effects can develop into distress, and accordingly, the formation of new social norms will suffer, possibly leading to a dysfunctional company. The results of the research can be helpful for the specialists in the fields of business ethics and leadership, contemporary approaches, and socio-psychological issues of human behavior in a post-war society.

**Keywords:** Anomie, Overcoming Models, Personal Qualities, Post-War Society, Social Activity, Social Environment, Stress Resistance.

**JEL Classification:** A12, A13, E71, J28, Z13.

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## Introduction

The study of post-war anomie is practical and relevant primarily because, especially in the conditions of new market relations, the problem of management efficiency in various spheres of public life becomes important in the context of fundamental political, economic, legal, and social transformations taking place in post-war societies. Public and private institutions, organizations and enterprises need such leaders and managers who, having acquired appropriate professional, ethical, and psychological training skills, can navigate the labyrinth of market relations, successfully work in conditions of fierce competition, and quickly solve

complex economic, financial, legal and psychological issues related to the management process. We have seen that in societies of the post-war period, specifically in transformative and crisis conditions, some leaders skillfully use the emergent situation to overcome external and internal obstacles and difficulties relatively successfully. In contrast, others hardly adapt to new conditions and do not appear to know how to act in the spirit of the times (Hoeffler et al., 2010). As a result, finding themselves in a marginal state or a state of socio-psychological anomie, they not only lose the trust of their subordinates but also often cause frustration, stress and emotional upheaval among many people due to their inept actions. Among the main conditions and factors for the emergence of a state of anomie in post-war management, the following can be distinguished:

**A. The transforming period in a society's development** when the phenomena of social anomie manifest most clearly. The socio-economic and socio-psychological features of anomic management in the post-war period are:

- Ambiguity and parallelism: in a post-war society, changes occurring in all areas of public life come into conflict with relatively stable socio-psychological phenomena that exist in society, which cannot change quickly enough even under the influence of such a powerful factor as a change in the political or economic system in the post-war period. Despite new laws being adopted and new relations being formed, society, in essence, lives and functions according to the laws and stereotypes of the former society, which creates favorable conditions for the emergence of anomic phenomena.
- The post-war period societal functioning: there is a need to adapt to new political, socio-economic and psychological conditions, which contributes to the emergence of new technologies and strategies in the management system, which at the initial stage appear in a weak form, forming "quasi-phenomena" (Allbeson and Gorrara, 2022).

**B. Lack of strategic goals in management activities.** The main goal of both conventional and anomic management is the effective implementation of the organization's tasks. However, other goals are also pursued in the conditions of post-war anomie. They are rethinking the current situation, resolving the personnel issue in connection with the migration of workers during hostilities, resolving organizational and logistical problems that have arisen in the new post-war conditions, etc. As experience shows, these tasks can become of paramount importance (Vlassenroot, 2006).

**C. Low professional level of the administrative apparatus.** In the post-war period, in the context of the formation of new or the transformation of old administrative divisions, people who do not have the necessary professional, ethical, psychological, and business qualities often find themselves in leadership positions in organizations and enterprises (Stein and Russett, 1980).

**D. The absence of an appropriate legal framework** regulating the management process in managing management activities would protect public and social institutions from marginal management. As Atoyán shows, in the context of the transformation of society, which inevitably occurs in the post-war period, the law is also marginalized (Atoyán, 1993). The main factor in the marginalization of law is socio-psychological anomie, the signs of which include the following:

- impossibility or refusal to completely reform the legal system,
- growing legal nihilism,
- social despair of those who cannot guarantee their status in the new conditions,
- self-actualization of regional, ethnic, and religious norms as legal,
- being drawn into the international legal space means that the state's legal institutions either do not work or are not effective, so there is a need to appeal to international legal instances.

**E. Inadequate position of the population in understanding and assessing the post-war situation.** Fundamental changes in people's lives in a post-war society directly affect the socio-psychological status of society – people's moods, state of mind, beliefs, assessments, attitudes and behavior. Under the new conditions, the system of values and assessments of the individual, and the social and professional identification of individuals or groups, begin to change. The clash of values and norms, which determine people's behavior in a stable society, with the values and standards introduced in the period of post-war society, becomes the main cause of conflicts. In a post-war society, anomie manifests itself not only in external social conflicts affecting public consciousness and social and legal relations but also at the level of interpersonal and intrapersonal conflicts (Obinger and Schmitt, 2018).

The multiplicity of clashing values, and the problems associated with the choice of behavior, lead to social and psychological disorders. Socio-psychological “diseases” of people in a post-war society are uncertainty, pessimism, fatigue, aggressiveness, anxieties and fears. The feeling of socio-psychological dissatisfaction dominates (Stanley-Price, ed. 2005). Pessimistic moods, loss of self-esteem, misplaced expectations, depression, frustrations, stress and psychological conflicts, a nihilistic attitude toward all ideas and changes, a tendency to adventurous activities that promise momentary benefits, and an appeal to negative methods of adaptation form an incomplete description of the socio-psychological appearance of people in a post-war society. Under the new conditions, people are psychologically unprepared to engage in fruitful labor activity. The concept of “psychological readiness” includes the following components:

- attitude to participate in activities,
- the ability to engage in activities as much as possible,
- setting to overcome the old stereotypes and schemes,
- the ability to develop and select new installations in non-standard situations,
- internal willingness to take responsibility for making independent decisions,
- the ability to make informed decisions,
- preparedness for stress in emergencies,
- the ability to counteract stressful situations (Coduras et al., 2016).

In a post-war society, people have an attitude towards activity or a desire to overcome the old stereotypes, but there are no more or less favorable conditions for their implementation; incomplete involvement in the production process creates the basis for the development of socio-psychological anomie (Kurtenbach and Rettberg, 2018). Over time, the socio-psychological consequences of the crisis of social identification become more and more pronounced. Hopeless crises are accompanied by aggressiveness, solitude, alienation, or the consciousness of one's uselessness. Work motivation and ethics are preserved, but human behavior and the structure of needs change significantly. In conditions of long-term unemployment, often associated with post-war periods, a person is at the mercy of boredom. According to Fromm, if a person cannot protect himself from boredom, then he feels depressed, and such a person feels something that has been described as a vacuum inside himself, or he is paralyzed and cannot act. He uses everything to fill this inner void. This passive person feels worthless and suppresses this feeling with consumerism, turning into a consumer (Fromm, 1973).

Naturally, not all people who find themselves in a state of anomie become passive, and not everyone experiences the process of adaptation painfully. Those who go through the stages of psychological preparation faster can easily overcome previous stereotypes and adapt to the current situation. Thus, in the post-war period, in conditions of a general crisis, the socio-psychological characteristics of society, the types and styles of strategy and management technologies are gradually changing (Cohn and Duncanson, 2018).

The anomic type of management presupposes the presence of marginal managers and leaders. In the post-war society, new types of marginal leaders appear. They can be conditionally divided into two groups: the old leaders of the former formation and the marginal leaders of the new type. The former leaders who come forward in the post-war period are those who in the past held leading positions in political parties, government, or economic spheres. During the starting phase of the post-war society, they have a considerable advantage over the others. They are not only in possession of financial resources and work experience but also “social resources” – connections, personal relationships, and knowledge in the field of informal, unwritten laws on the state administrative mechanism. Former leaders emerged and worked in peacetime, limited by the stereotypes of management methods of the already established management system, and they adapted to new realities with incredible difficulty.

Former leaders in the post-war period observed the inevitable new transformations with distrust and doubt and criticized them based mainly on ethical considerations. Outwardly showing conformism, they are inwardly unable to accept new relations of an anomic type of management. Their psychological characteristic is the so-called “tolerance for duality”. In such conditions, one part of these leaders adhere to a passive style in management, which is characterized by shirking responsibility, evading actions associated with risk, the manifestation of a formal attitude to business, etc. Some personal traits correlated with this type of management are loss of individuality, conformism, connivance, suspicion, frustration, impulsiveness, and guilt. Within the work process, such a leader manifests himself as an inconsistent, internally contradictory person with unstable behavior. He sometimes hides his self-doubt under portrayed efficiency, which manifests a low level of self-exactingness and self-control. In the language of the concept of roles, such leaders often put on social masks.

Marginal leaders/managers are those people who, skillfully taking advantage of the conditions of anomie, due to some of their personal qualities, can acquire wealth and capital and take a certain place in the private and state hierarchy of the management system. These leaders can be divided into two groups:

- Leaders for whom the anomic state is “natural” (that is, they were marginalized in the past, before the war).
- Leaders who become marginal by coincidence (in conditions of general post-war anomie) but strive to overcome their marginality or anomy and gain a stable social (professional) identification. That is, their anomic nature is temporary, and in parallel with the process of stabilizing society, they gradually become competent leaders.

The overcoming of anomic phenomena in management is associated primarily with the normalization of the socio-economic and political situation, with an effective social policy pursued by the state.

### Literature Review

To overcome socio-psychological abnormality and strengthen socio-psychological positive resistance to external environmental changes, we have identified certain models aimed at overcoming anomie in a post-war society (Carbonnier, 1998).

**Model of Human Relationships (E. Meio).** According to this model, social structure stability is accomplished by work productivity, reduced criminal behavior, long-term social relationships, internal consolidation of society. It mainly depends on the satisfaction people get from work, social activity, which is the result of the inner factors (for example, feeling recognition of the work done).

This approach does not consider external factors such as salary, resistant external socio-economical, political and other environmental factors (Figure 1).

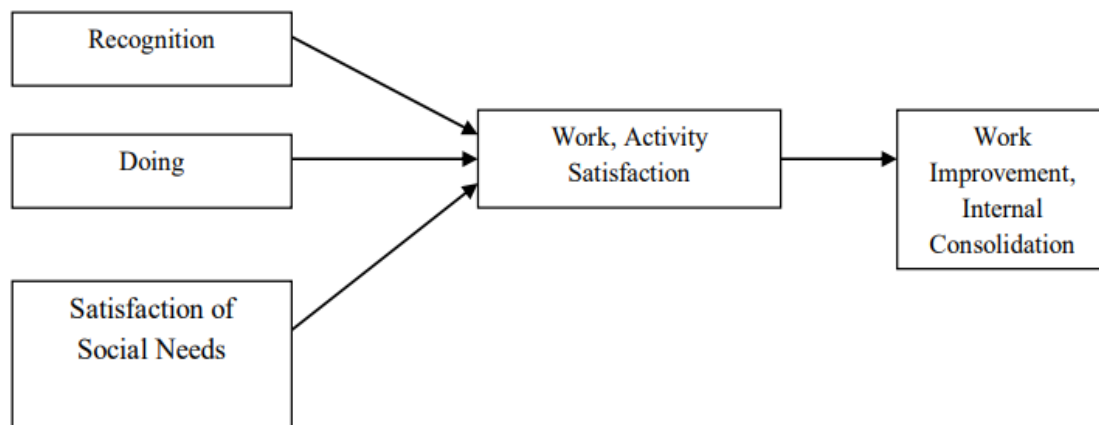


Figure 1. Human Relationship Model

Source: [\[Link\]](#)

**Model of Self-Realization.** This model is based on Maslow’s and Herzberg’s approaches, according to which the most significant factor of long-term motivation is human need (Figure 2). Both inner and outer motivational factors influence human behaviour, formation of new social opinion, an increase in social activity, and, finally, positive integration and socialization of the social groups, but mostly inner factors are of most importance (Hakobyan and Khachatryan, 2022).

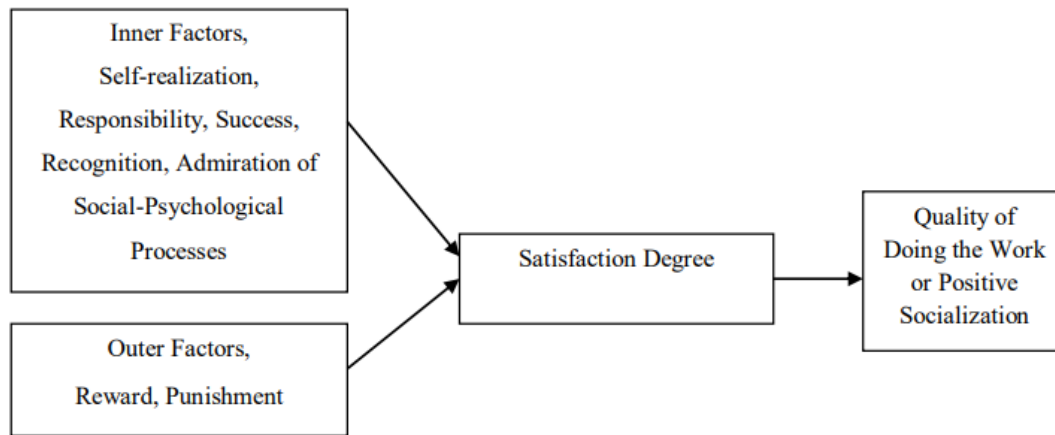


Figure 2. Model of Self-Realization

Source: [\[Link\]](#)

**Complex Model.** People make efforts to do the work well if they have expectations of being rewarded. The value of the prize is important for a person to satisfy his demands. Nevertheless, efforts alone are not enough to reach desired results. Some other additional incentives are also needed, such as capabilities, knowledge, skills -internal factors (Figure 3).

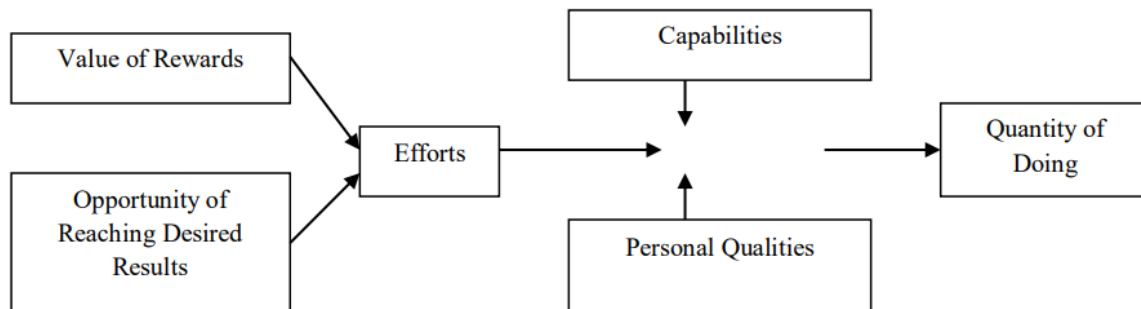


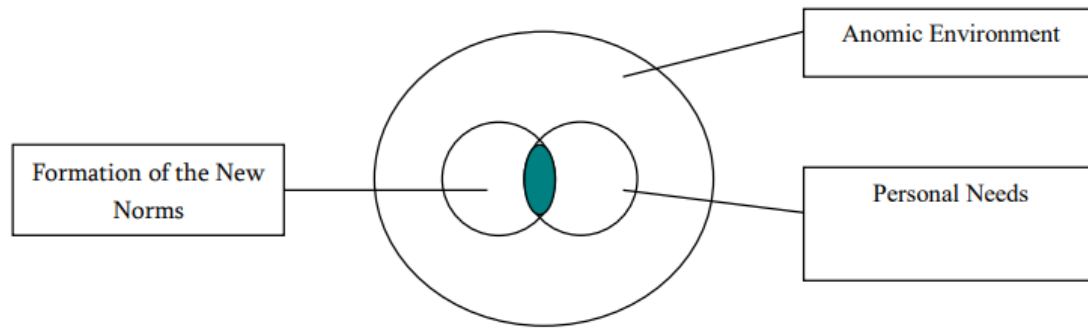
Figure 3. Complex Model of Motivation

Source: [\[Link\]](#)

People's motivation is realized according to the needs of the social environment and depends on the necessity of the environmental pressure. It is necessary to analyze the essence of those needs, which are proposed by:

- a) the anomic environment, where the individual functions,
- b) the new norms of behaviour,
- c) the personal needs, which can be different for different people: some strive for security, some have a weakness for being recognized and gaining authority, some are only concerned about salary, and some about self-realization (Slater et al., 1993).

**Interdependence of the Environmental and Personal Needs.** The new norms of behavior and personal needs depend on the environmental social-psychological and economical-political conditions. Two circles of needs (see Figure 4) never coincide with each other, but it is just their intersectional part that makes it possible for the individual to integrate into society effectively and partially reform the previous anomic environment.



**Figure 4. Interdependence of the Environmental and Personal Needs**

Source: [\[Link\]](#)

It can also cause the marginalization of some social groups or individuals. People's capacity to be motivated depends on their specific needs and their ability to resist a socio-psychic or internal-external tension. It is noticed that because of motivational reinforcement, many emotional deviations can occur after reaching the top best result (Hakobyan et al., 2022). These deviations lead to less efficient formations of new social norms and sometimes even disorganizing of the whole social structure. Stability of social opinion or social stability, appropriate positive psychological climate (external factors) can support the long-term process of overcoming social-psychological anomie.

### Methodology

In the context of the models mentioned above, some psychological methodological rules exist for overcoming anomie. These are:

- Rewarding social activity should be concrete, i.e., rewarded upon reaching certain results.
- Positive social reaction to the social activity done should be realized immediately. The period between the work done and the reward should not be delayed. The shorter the period, the more effective the reward.
- Rewards should be reachable, meaning that every insignificant success should be acknowledged. Everyone must know what and how to do for his or her social activity to be successful, and form appropriate new socially essential norms of behaviour and activity.

The psychological methodological rules cited above can impact activating some of the personnel's needs, positive result expectations, identification with the own social group, the existence of joined social goals, and socially significant behaviour development (Giddens, 1991).

The main personal qualities needed to overcome anomie effectively are:

- self-confidence,
- balance of feelings,
- stress resistance,
- creativity,
- independence,
- sociability.

**Self-Confidence.** A self-confident person is reliable in difficult situations, and his acquaintances can ensure they are protected and supported. The self-confident person creates a particular psychological comfort and hence raises the motivation towards overcoming any barrier. At the same time, it is necessary to mention that self-confidence should not be 'empty', i.e., a proper assessment of the abilities, advantages, and disadvantages, not overestimating the potential.

**Balance of Feelings.** This quality is very close to stress resistance. Psychologists distinguish between two significant circumstances regarding the balance of feelings:

1. It is necessary to control one's feelings because uncontrolled feelings inevitably hurt the psychological atmosphere.
2. The pressure of these negative feelings often brings many undesirable consequences, such as psychological disbalances and nervous breakdowns. Hence, in the case of external anomic conditions, it is a must for a person to find necessary means of psychological relaxation, such as physical exercises, meeting friends, hobbies, etc.

**Stress Resistance.** When speaking of stress resistance, it is necessary to review the peculiarities of stress and distress. Stress is tension (physical, biological, psychological), which activates upon the person's efforts to achieve the set aim. Distress is overexertion, which decreases human life activity, and dissolves him into parts. A particular level of tension can be favourable for one person and unbearable for another. Stress is a necessary thing that "is connected with any activity, and it can be avoided only by those who do nothing" (Murthy and Lakshminarayana, 2006).

## Results

Concerning distress, its reasons are mainly connected with professional or social activities. Following are the reasons which can cause distress in the sense of overcoming social-psychological anomie:

- fear of not doing the work or not fulfilling duties,
- fear of making mistakes,
- fear of being disregarded and ignored by the others,
- fear of losing own identity,
- fear of losing self-ego.

Stress occurs when we need to adapt ourselves to an abnormal situation given. Its reasons can vary from a minute violation of a problem to serious ones, such as incurable illness, personal loss, divorce, etc. A stressful situation is accompanied by some peculiar physiological changes (e.g., high blood pressure, muscular tension, perspiration). In many cases, effective work and extra efforts to achieve the objective are considered counterbalance to stress. Being passive can cause the contrary results, even leading to conditions such as heart palpitations, high blood pressure, psychological disorders, etc. In such situations, the human organism tries to find extra resources to resist stress. As a result, a person is exposed to long-term overloading, often beyond his power. Seeing no way out, a person enters a panic state. It is known that everything connected with stress can cause illnesses, depression, loneliness, and various functional neuroses. At the same time, positive stress means health and satisfaction.

Stresses exist and will exist, but not all overloading can be defined as stress or distress. We need not exaggerate it and imagine ourselves as being under its influence all the time. Of course, stress exists everywhere and always, but it firstly depends on the situation and our estimation of the situation. Suppose our mind tells us to get depressed, not knowing what to do and how we are in the case of anomie. At the same time, everyday stress stimulates our potential helps us to make extra efforts to solve situational problems and, find our ego, and develop our abilities. It is like a rescue alarm for us, and it is even necessary to seek it (Stonequist, 1961).

## Conclusions

Knowing and mastering the acting principles of fear and distress functioning can be easily prevented initially and wholly afterward (O'Driscoll, 2018). But at the same time, it should not give the person the right to use this strategy toward other people, for it is inhuman and can strengthen the situation of social-psychological anomie. Fear and distress stop being negative the moment when it is realized to be a problem. When a person shows the initiative to analyze his feelings and emotions, understand their reasons and consequences and believe that it is impossible to overcome them quickly and easily. Correct estimation of the anomic situation gives the person new energy of life, which, if used purposefully, can activate forgotten qualities or remove them, be a reason for overcoming fears and distresses. Life can regain new meanings and directions. Therefore, we need to:

- pay attention to the planning of activities,
- act purposefully, according to the plan, never forgetting to develop and make personal relationships more profound,
- try to solve every problem with our efforts,
- remember that nothing in the world can have power over an individual; if he does not let it,
- it is necessary to believe that personal strength exists; it can be accumulated and used.

Every accident or anomic situation contains a hidden positive starting point from which it is possible to develop higher levels of the human ego.

**Creativity.** The person can solve problems creatively. It is very important, especially in innovative activities. A creative person should see novelty, support and acknowledge others' creativity. Some obstacles hamper the person's ability to show a creative approach to the existing situation. These are a strong desire to preserve

old habits, a low realization of potential, inefficient methodology, unnecessary tension, and mistrustfulness. It is impossible to be effective in overcoming barriers without the quality of striving for success. Seeking success is one of the basic human needs for self-realization and achieving objectives. The people who have this quality obtain the following peculiarities:

- 1) They prefer such situations where they can be responsible for solving problems.
- 2) They are at great risk and try to put moderate, calculated and foreseen aims in front of them.
- 3) They are always concerned with the existence of the retrospective link.

**Independence.** Independence is the ability to make decisions and carry responsibility for them. Nevertheless, it is still important for the person to listen to others' opinions.

**Sociability.** According to some researchers, it is impossible to establish good relationships with the social environment without having this quality – and it can be developed progressively.

The study of the phenomenon of socio-psychological anomie demonstrates the importance of the correlation of many internal and external factors that contribute to overcoming situations of uncertainty and normlessness in society. The process of overcoming anomie is represented through specific models as patterns of behaviour, motivation, and self-realization of the individual in a post-war society (Hakobyan and Khachatryan, 2020a; Hakobyan and Khachatryan, 2020b).

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