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## Articles

Business Process Management Trends in Crisis  
Prof. Margarita Harizanova, Ph.D.  
Assist. Prof. Daniela Koleva

The nowadays challenge for all companies to increase their efficiency through less resources brought the need to apply innovative methodologies which will help organizations in their goals, and in maximizing their efficiency.

In the changing business environment in 2010 organizations from different industries realized that efficiency and the promptness of the processes are a must when it comes to stress management after long economical recovery.

In all kind of critical situations, no matter if it is war, an act of terror or a natural disaster, the ability to act in resolution, correctly and quickly is crucial. History is full of inadequate actions due to lack of professionalism and lack of knowledge of the newest managerial tools. This results in inadequate management decisions and these predestine the negative outcome of the situation.

**Key words:** business process management, human resource management, outsourcing.

**JEL:** 031, 032.

Restriction on Threats to the Organization –  
Conceptual and Instrumental Aspects  
Assoc. Prof. Maya Lambovska, Ph.D.  
Prof. Ognyan Simeonov, Ph.D.

This article presents an approach to restrict threats to the organization. The approach consists in evaluation of projected influence of packages of managerial decisions to restrict threats to the organization on these threats taking into consideration combined influences of first and second generation of decisions on threats. Delayed effects of decisions on threats are also studied. The article is worked out in four sections. Concept of the approach is clarified in the first section. Instruments of the approach are presented in the second section. These are method of focus groups, method of investigation by questionnaires, fuzzy trapezoidal numbers, confidence intervals with four evaluations, functions “experton”, fuzzy random incidence matrices and aggregate license board of threats to the organization. Stages and procedures for the approach implementation are explained in the third section. Results of the approach approbation accomplished for the University of National and World Economy in Sofia are systematized in the fourth section of the article.

**Key words:** strategic management, restriction on threats, fuzzy subsets, license board.

**JEL:** M10, C65.

### Changes of Female Reproduction Model in Republic of Bulgaria in a Market Economy Assoc. Prof. Todor Kaloyanov, Ph.D.

The article is devoted to the major changes in the model of female reproduction behavior in Bulgaria during the period 1961-2009. Serious changes are noticed in the average age of mothers giving birth for different parity. The dynamics in the size and structure of the female birth contingent in the country during a 50 year period has been analyzed. Based on this comparative analysis, which includes a serious number of countries, we have come to the conclusion that there are common trends in the female behavior in countries with different standards of living. It is normal to notice a faster change in the reproduction behavior for some countries, but almost all countries are facing problems created by the aging of the population, as a result of the new concepts/models of reproduction. The analysis shows clearly that the dynamics in the reproduction of the population of different countries is determined by common regularities, defined as "Essentials of demography transition".

**Key words:** reproduction model, demography transition, fertility contingent.

JEL: J10, J11, J12, J13, J1.

### Developing Willingness for Work in the Public Administration Students during their Studies in the University of National and World Economy Assoc. Prof. Luchiyankov, Ph.D.

The present interest in the subject comes from exploring a concept that has not been investigated until now in this country. This puts the author in a delicate situation with possibilities for mistakes and making conclusions discrepant with the reality of the existing structures of public administration. It is also a new subject because the margins of the

suggested educational provision, aimed at public administration students, are yet to be clarified. The experience of the professionals teaching territorial and public administration in Bulgaria is limited. Significant attention is needed to the theoretical studies and research as well as the practical activities in the University of National and World Economy and the structures of public administration currently using the existing educational provision.

**Key words:** willingness to work, public administration, dynamics, learning process, personality upbringing and education.

JEL: A2, A12, H8, H83, I2.

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### Short Time Working Arrangements as a Measure for Staff Retaining during Economic Crisis Chief Assist. Prof. Todor Todorov, Ph.D.

The present article deals with the problems of the labour market in Bulgaria in times of economic crisis. It aims at presenting a study on the regulation, implementation and the results achieved through the application of the short time working arrangement existing in Bulgaria in the light of similar initiatives, undertaken at EU level. Consecutively there are analysed and assessed the European context with respect to the design and implementation of partial activity schemes in EU and the Member-States, the economic situation and the labour market in Bulgaria as a prerequisite for the implementation of measures, aimed at preserving jobs in companies during economic downturn and, last but not least, the application of short time working arrangements in the country. Recommendations are formulated for the modification of the existing partial activity schemes in Bulgaria with respect to increasing their efficiency.

**Key words:** short time working; employment; crisis.

**JEL:** J28, J63.

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The Political Changes in the Arabian Countries and the Challenge to the Foreign Policy of the USA and the EU

Chief Assist. Prof. Georgi Chankov, Ph.D.

The control over North Africa and the Middle East is important for the U.S. and the leading West European countries. The uprisings at the beginning of 2011 make this control problematic. There are expectations for moves towards liberal democracy and readiness to back these moves, even with military force. But after the longstanding support for authoritarian governments there, this idealistic approach seems leery. On the other hand there will be no surprise, if the uprisings lead to conservative (Muslim) democracies, hostile to Western values. The political whirls will cause essential political changes, but it is possible that at the end the U.S. and the leading Western European countries lose (partly) control over the region.

**Key words:** U.S., Western European countries, Middle East/North Africa, control, liberal democracy, idealistic approach, Islamic democracy.

**JEL:** F51.

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The Budget of the Health System – a Hostage of the Legislation

Sasho Angelov

The article examines the budgeting of the national health system, as part of the national budget in the context of implementing national fiscal model and actual public financial resources for 2005-2010 by individual officers. Defined the shortcomings and gaps in the existing legislative texts for effective, efficient and lawful management of public resources for health.

Proposed is a model and vision for improving the budgeting in the health system, as part of the national budget system.

**Key words:** fiscal model, budget, budget process, budget structure, health system, health laws, Constitution.

**JEL:** I18.

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Study of the Interaction and Harmonization in the Management of Human Resources  
(the Case of Large Industrial Companies in the Country)

Assist. Prof. Stanka Koleva

Interaction and harmonization in the management of human resources are insufficiently developed problem scientifically, which affects the provision in the law of our companies. The article presents the main results of their research based on applied two methods - a survey targeted harmonization and development of system profile. Conclusions are made about the state of cooperation and harmonization in the system and recommendations for improvement. The empirical study was conducted in 30 large companies in the industrial sector in Bulgaria.

**Key words:** system for managing human resources, diagnostic analysis, interaction between key components harmonization profile.

**JEL:** M12, J24, L20, O15.

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### Review

Status and Development of Electronization within the University of National and World Economy  
Prof. Valentin Kisimov, D.Sc.

“Institute for Post-graduate Qualification”  
Department – Field of Educational Experiments  
in UNWE  
Assoc. Prof. Marcho Markov, Ph.D.

### Discussion

Fragments of Higher Education’s Development  
Prof. Manol Ribov, Ph.D.

Not long ago when the world was not so globalized, reforms in educational system were reduced to improving what had been made over the recent years. Changes aimed mostly at curricula’s contents, teaching methodology and assessment of acquired knowledge. A thing that is quite insufficient under the present-day conditions.

Now is the time for quality changes, not only to curricula and methods of their realization but, first and foremost, to the system’s objectives and strategies. The need of a new idea, of focusing the attention on man as object of knowledge, on social situation in scientific knowledge and the tendencies towards integration of scientific knowledge becomes increasingly tangible. The question of the flexible training and reasonable balance of theoretical and practical orientation

of curriculum becomes quite topical. This article is dedicated to these and other problems.

**Key words:** idea, knowledge, economic theory of life, man and his environment, social situation, integration of scientific knowledge, problem-based training.

**JEL:** I21, I28, A2, D81.

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### Scientific Degrees and Titles

Teachers of Basic Labour Agreement in the UNWE,  
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