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Articles

National Audit Office and the Scope of Performance Audit

Prof. Valeri Dimitrov, Ph.D.

The subject of the study is the scope of performance audit (PA) as conducted by the National Audit Office. This type of audit covers only the non-political professional management (administration) in the public sector. That is why, a main problem is to distinguish this type of management from political management. The Administration Act, which governs the status and functions of the executive branch bodies and their administrations, has key importance for the clear delineation of the two areas of management.

The study applies the terminology and methodology (paradigm) of administrative law.

Performance audit, as a rule, pertains to the management of resources (monetary, material, human) in the public sector, a management which is aimed at achieving predefined objectives (of an organization, function, programme, project, etc.) through obtaining maximum results in terms of quality and quantity using available resources.

The study outlines three types of managerial (administrative) functions carried out in the public sector.

Firstly, this is the function of the main, external management which materializes in the administrative authority (powers) of the state bodies. This function can be of a political nature or it can be mere professional management,

a function of applying (“implementative”) administrative authority (powers) depending on the status of the body concerned.

Secondly, there are two internal functions performed in any organization of the public sector: the function of supplementary, internal, specialized management and the function of financial management and control.

The analysis carried out outlines a scope of performance audit as follows. Performance audit is applicable to the non-political professional management and deals with specific main administrative functions as well as with the entire internal management.

With regard to the main administrative functions, it is applicable only to the function of applying (“implementative”) administrative authority, which includes:

1. the management carried out by non-political administrative bodies of the executive branch; according to the Administration Act, such bodies are state commissions subordinated to the government or to individual ministers, as well as the executive directors of executive agencies subordinated to individual ministers;
2. the supervisory powers of independent bodies performing regulatory and supervisory administrative functions.

Concerning internal management, performance audit is applicable in any organisation to:

1. the supplementary specialized administrative function (authority); and
2. the financial management and control function.

Key words: National Audit Office, performance audit, managerial (administrative) function, political management, nonpolitical professional management, financial management.

JEL: G 38, H 83, K 23.

Traditions and Perspectives for Development of Distance Education at the University of National and World Economy

Prof. Veselka Pavlova, Ph.D.

Deputy Rector of the University of National and World Economy in charge of education and qualification degree of Master and Distance Education

People associate education with prosperity. In a dynamic environment, they need such prosperity even more. In the quest for prosperity, some different forms of education appear intended for satisfaction of various educational needs. In any case, at the one end of the system there is always the consumer (student) and at the other the seller (higher education institution). What is important is who could stand in between, and how, in order to increase the efficiency of educational process. The new forms of education enter the market under the pressure of consumers. One of their main purposes is to restructure the space and time of education. Guided by these ideas the University of National and World Economy was the first state-run university to introduce the modern form of distance learning. This article emphasizes the advantages of blended learning as the point of balance between traditional education and e-learning.

Key Words: higher education, e-learning, blended learning.

JEL: I21.

Structural Stability of the Organization – Methodological Framework and Methodical Approach to Evaluation

Assoc. Prof. Maya Lambovska, Ph.D.

Prof. Ognyan Simeonov, Ph.D.

This article presents one possible approach to evaluation of structural (inherent) stability of the organization in respect to threats to it. The approach is based on the theory of early incrementalism, the chaos theory, the catastrophe theory and the theory of parties concerned. The evaluation of current structural stability consists in determining the distance of the points of current aggression of the holders of threats to the organization to the catastrophe/bifurcation points of their attractor basins as a basis for making suitable managerial decisions about the organization. The approach provides a tool for quantitative evaluation of the inherent stability of the organization in the process of its qualitative strategic change.

Key words: evaluation, structural stability of organizations, threats, catastrophes.

JEL: M19, C02.

Measures of Skewness

Assoc. Prof. Todor Kaloyanov, Ph.D.

The paper presents a comparative analysis of five asymmetry measures. These coefficients are computed for distributions of live born children according mother age. The study used data for Bulgaria – all new born children, first and second during the 1961-2008 period. Our comparative analysis is focused on two aspects, which highlight the statistical performance of a descriptive measure: cognitive sense and the causes for differences of their values. We examine the relation skewness-kurtosis for distribution different of normal.

Key words: distribution, asymmetry, kurtosis.

JEL: C10, C16, C46.

Student's Competence and Capacity as Factors in Developing Willingness for Work within the System of Public Administration
Assoc. Prof. Luchiyana Milkova, Ph.D.

In the article the author analyses the link and the dependency between student's competence as an intellectual and volitional quality and student's capacity in terms of ability and skill to carry out different tasks in their professional activities.

The author focuses on the system of Public administration, searching those competencies that guarantee highly efficient and productive performance by the professional administrator in the challenging environment of today. Public administration is considered to be a professional field where many personal qualities such as tolerance, patience, problem and conflict solving skills and humanism are given an opportunity for implementation.

Key words: competence, capacity, willingness to work, profession, activity, personality.

JEL: A2, H8, H83, I2, I23.

National Health Insurance Card – Part of the Modern Network Society
Sasho Angelov

This article is devoted to the National health card as a primary tool for the management of the health system. It advocates the view that the National health card is a software whose main purpose is to manage the health system in real time. There are defined structurally different elements, which ensure the functioning of the National health system, both horizontally and vertically. The

National health card based on the elements of the network society, turns the health system into health system network. There is proposed a new simulation model for management of the health system through the National health card.

Key words: National Health Card, Health Network, structure, management of health systems, national executive standards, policies, health system, legality, economy, effectiveness, efficiency, visibility, software.

JEL: I18.

Entrepreneurial University in a Partnership Context
Veryana Boeva

This article is dedicated to the entrepreneurial university and specified in terms of creation and functioning of the partnership of this institution. The model of entrepreneurial university is seen against the opportunities for partnership and its implications for complex learning, training and research. The basic forms of entrepreneurial university in terms of economy based on knowledge.

Key words: entrepreneurial university partnerships, innovative partnerships, start-up enterprises (biznesstarteri and business-outs), commercialization of university product.

JEL: A20, I20.

Dynamic and Pre-structure of the Employment by Service Industry and the Bulgarian Economy
Assist. Silvia Gospodinova

The present article analyses the employment structure and its dynamics in the main sectors of Bulgarian economy between 1997 – 2008, including the different activities of the service

sector as well. The main purpose of this analysis is to reveal the causes and trends in the branch structure's development, and to show that the service industry plays a major part in the contemporary economy of Bulgaria – not only in building up the GVA (Gross Value Added), but from the point of view of the employment and the job vacancies that the sector provides.

Key words: employment by sector, labor market, restructuring, service industry.

JEL: E2, J4.

Surveying UK Experience in the Implementation of the Performance Appraisal System Tanya Georgieva

The citizens' requirement for improved public services has become stronger in the last two decades. Public sector performance has therefore assumed an important and significant role with more and more governments focusing on performance management with the underlying and well-known objective to ensure an effective and efficient use of public funds, to improve the services to citizens and to ensure the provision of quality services by competent civil servants. Performance appraisal is one of the key elements of the performance management system and is one of the most important functions of managers. It is of paramount importance to the success of the organisation for it provides for the clarification of responsibilities, the coordination of tasks and performance criteria, the planning of need-adequate training and allowing for professional development, taking good performance as a standard for working and ensuring such remuneration to employees that is linked to their contribution to the attainment of the organisational goals.

This article aims to analyse the UK practice in the performance appraisal of civil servants. It surveys

the UK performance appraisal system, as well as the challenges and the difficulties encountered in the process of its implementation. Some basic conclusions are drawn on the basis of this survey and some possibilities are outlined for taking over good practices in this field that would be appropriate for our public administration.

This article focuses on three aspects.

The first one concerns the establishment of UK civil service.

The second one refers to the introduction of performance management and appraisal of UK civil servants.

The third one covers some basic conclusions related to the possibilities for taking over UK experience and applying it to the civil service of the Republic of Bulgaria.

Limitations: Due to the various options in the performance appraisal systems of the UK civil service, the analysis focuses on the performance appraisal of civil servants to the Prime Minister's Office.

Key words: performance management, performance appraisal, competence framework, coordination of objectives, SMART principle, competence criteria.

JEL: J02, J24, J33.

Discussion

About a Successful Project and Further Necessary Actions in Favor of Victims of Crime
Assoc. Prof. Dobrinka Chankova, Ph.D.

The victimology research gain more and more interest in the circumstances of increasing

victimization of the society in global aspect for some time past. The very concept of "victimization" is expanding and includes not only the victims of crimes although they still remain the main part, but also the victims of natural disasters, industrial accidents and even the weather changes.

In Bulgaria this part of the science is not developed enough and neither the legislator nor the practice and even the educational institutions give it its due attention.

As a result of a research project a study program on Victimology as a part of the curricula in the universities is offered. The idea is to start university education on larger scale in order to raise awareness and the capacity to help the victims. Some proposals de lege ferenda are also developed.

Key words: victimology, victims protection, education, compensation of victims.

JEL: I23, I28, K14.

Scientific Degrees and Titles

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