

Assen Zlatarov University
Burgas, Bulgaria



ANNUAL

2

VOLUME XLIX, BOOK 2, 2020

SOCIAL SCIENCES

ASSEN ZLATAROV UNIVERSITY
BURGAS, BULGARIA

ANNUAL

Vol. XLIX, BOOK 2, 2020

SOCIAL SCIENCES



Assen Zlatarov University

Assen Zlatarov University
Annual, Vol. XLIX, BOOK 2, 2020
Burgas 8010, Bulgaria
ISSN 2603-3976

**ASSEN ZLATAROV UNIVERSITY
BURGAS, BULGARIA**

ANNUAL

Vol. XLIX, BOOK 2, 2020

SOCIAL SCIENCES



BURGAS • 2020

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CLINICAL SOCIAL WORK - PILOT STUDY

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ABSTRACT

The article presents the results of a pilot study of the attitudes of its participants to the degree of trust in the relationship between medical professionals and patients, based on personal, experiential experience in this field. With the help of a specially designed questionnaire for the purposes of the study, the problem areas in the “doctor - patient” interaction are outlined. The focus is on examining the need for a mediator in this process and, accordingly, examining the level of awareness of the functions and mediating role of the social clinical worker in helping the patient to go through the treatment process.

Key words: *clinical social worker, psychosocial intervention, methods of social work, reserved resources, empathy, lifestyle.*

INTRODUCTION

In helping professions, it is very important to know well the needs of the individual in order to be able to achieve a positive change in his condition. The active participation of the client/patient in the helping process is also a prerequisite for a successful outcome. The trusted relationship between the two parties helps to activate and improve the internal motivation for cooperation. The doctor-patient relationship is not always based on trust and reciprocity - they are more formal than trusted. It is important to emphasize that the positive impact makes the patient feel better, calm and satisfied, which is an important part of his/her treatment.

In this context, clinical social work, as a specific area of practical application of social work, presents an opportunity to accompany and support the patient in the treatment process.

When it comes to clinical social work, in fact, methods are sought to further support the patient in order to achieve internal balance.

The article analyzes the results of a survey to determine whether there is a trusted relationship between doctor and patient, as well as the need for a third party to work to improve the emotional state of the individual.

LITERATURE PREVIEW

In different studies, doctors' opinion is included (*Janisse, Sutherland, Vuckovic, 2006*).

They say that in some cases doctors themselves are part of the medicine or they are the actual medicine. The main condition for this is the trusted relationship with the patient. In addition, they describe some of their activities as a mandatory part of medical treatment of diseases that improve the patient's physical condition, including:

- positive communication;
- active listening;
- reassurance;
- support;
- comforting touch;
- giving information;
- explanation and understanding;
- understanding of the patient's problem (*Janisse, Sutherland, Vuckovic, 2006*).

Physicians whose patients are most often satisfied with treatment describe the need for active listening so that their patients can feel and be heard. In this way, the patient feels understood and confident to share, to explain his condition. These doctors focus on their patient's needs, not primarily on clinical problems, symptoms and treatment. Extracting the patient's history helps the doctor understand his fears, worries, anxieties, troubles. This is a great context for improved diagnosis and treatment with rather successful results (*Janisse, 2008*).

The unique doctor – patient relationship encompasses four main key elements, listed below:

- **mutual knowledge** – refers to the doctor's knowledge of the patient and vice versa: the patient's knowledge of the doctor;

- **trust** – includes the patient's faith in the doctor, in his abilities, in the prescribed treatment, in the positive outcome;

- **loyalty** – on the one hand implies the doctor's commitment not to abandon a patient, and on the other hand – the patient's willingness to forgive the doctor for inconvenience or a very small mistake;

- **attitude** – is expressed with attention, which shows the patient that the doctor likes him and is on his side all the time during the treatment (*Ridd, Shaw, Lewis, 2009*).

The doctor – patient relationship is very important and definitely can strongly influence the final outcome of the treatment. Therefore, it is important for physicians to establish this relationship of trust, to understand when it is broken, and to take the necessary measures to heal it if necessary (*Fallon, Chipidza, Wallwork, Stern, 2015*).

"In essence, the clinical process is a complex system of activities, including diagnosis, therapy and prognosis with a view to restoring the maximum possible internal-personal balance and the balance of the individual with the environment. From a similar point of view, if we assume that medicine focuses primarily on the physiological aspects of the impact of the disease, and clinical psychology - on the impact of the disease on the intellectual-volitional sphere, clinical social work is designed to assess and adequately respond to some from those challenges posed by the disease in relation to the new place of the person living with it in the respective society" (*Hadjiiski, 2011*).

"Working professionals in the health care system are people with high professional experience and excellent knowledge of the system in which they work, but nevertheless to improve the quality of care for people with chronic diseases and people with disabilities need a specialist who:

- on the one hand, to know the social system in order to be able to give guidelines according to the specific disease /condition;

- and on the other hand, to communicate successfully with it when the cases require it" (*Guncheva, Kancheva, 2017; Kancheva, 2018*).

"The government and the law has legally clarified the human rights to receive adequate health care and follow-up social services, but

there is no effective mechanism to unite them. There is no effective system for coordination and comprehensive care of the patient /client from the health care system to social services. It is necessary to establish a connection between the two systems to achieve quality care and a dignified life for people" (*Guncheva, Kancheva, 2017; Kancheva, 2018*).

Clinical social work focuses on psychosocial support for the suffering and needy, aiming to stimulate and support individual development and change. Summarizing the scientific ideas and definitions of clinical social work, G. Mehandzhyska concludes that it "helps by:

- changing the client - she develops in him the skills to cope, increase or support his potential for adaptation and independent living;

- improves the quality of biopsychosocial functioning;

- stabilizes the experiences and behavior of the individual;

- balances and improves the quality of connections and relationships in the social environment of the client;

- transforms the immediate social environment of the individual client in the aspect of the attitude and sensitivity to his individual features and capabilities" (*Mehandzhyska, 2017, p. 6*).

PILOT RESEARCH - RESULTS

The survey was conducted with the help of a specially designed questionnaire, which consists of 13 questions. Some of them are open, which gives respondents the opportunity to express their personal opinion in more details. Other questions are closed, but in most cases more than one answer can be given too. The questions have a different focus:

- demographic aspect - gender and age of the surveyed persons;

- ascertaining aspect - how people feel when they receive medical care;

- research aspect - are the respondents familiar with the concept of "clinical social work" and do they think that the development of such activity in hospitals would be useful for the users of health services.

In the survey 30 persons were examined, of which 19 women (63.33%) and 11 men (36.67%).

Regarding the age of the surveyed persons, their uneven distribution is impressive, which varies in a very wide range - from 19 to 72 years. The predominant respondents are between 35 and 44 years old (17 people - 56.67%).

Regarding the distribution of the answers to the questions asked, the following tendencies are observed: the respondents share that when they seek medical help, they (Diagram 1):

- need additional information, explanations, clarifications, guidelines - 21 people (70%);
- receive the necessary understanding and support - 9 people (30%);
- feel misunderstood, neglected, scared, confused - 8 people (26.67%);
- face rude treatment and negativism - 6 people (20%).

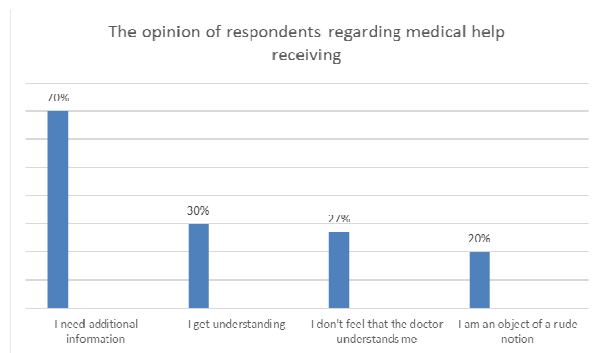


Diagram 1. How do the respondents feel when they receive medical care?

Interestingly, when visiting a doctor's office, respondents (Diagram 2) would like to receive (the ranked answers to the question are arranged in descending order):

- information - 25 persons (83.34%);
- attention - 21 people (70%);
- understanding - 18 people (60%);
- humanity - 15 people (50%);
- sympathy - 11 people (36.97%);
- support - 10 people (33.34%);
- security - 8 people (26.67%);
- empathy - 7 persons (23.34%);
- empathy - 6 people (20%).

Only 12 people (40%) of the respondents indicated that their expectations were justified and in most cases received the expected attention and attitude during their visit to the doctor's office. The others share their disappointment that this is happening:

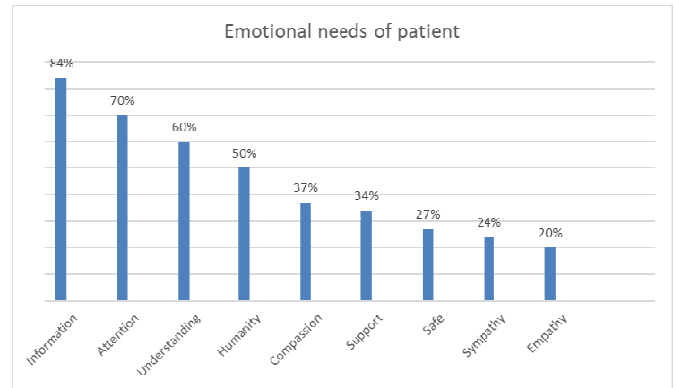


Diagram 2. The needs of the patient for the manifestation of attitude on the part of the doctor

- not always - 12 people (40%);
- extremely rare - 6 people (20%);
- never - 3 people (10%).

Only 8 people (26.67%) of the respondents are familiar with the concept of "clinical social work". Most of the respondents have no idea about this activity at all - 15 people (50%), and the remaining 7 people (23.34%) - only partially.

Regarding the idea of the essence of the work of the "clinical social worker", the respondents answered as follows:

- The majority have no idea of the work of the clinical social worker (14 respondents - 46.67%).

- They are familiar in a sense (13 respondents - 43.34%).

- I have an idea of American movies and shows for doctors (8 respondents - 26.67%).

Regardless of the idea they have of clinical social work, respondents would trust such a specialist to varying degrees (Diagram 3):

- yes, why not - 15 people (50%);
- if he understands from work - 14 people (46.67%);
- I prefer to solve my own problems - 7 people (23.34%);
- I do not trust strangers - 7 people (23.34%);
- I do not imagine it in the Bulgarian reality at all - 5 people (16.67%);
- I doubt his goodwill and competence - 4 people (13.34%);
- sometimes a person really needs additional support - 3 people (10%).

Most respondents (18 people - 60%) link clinical social work with assistance in completing the documentation. They would turn to a clinical social worker if they encountered difficulties in completing certain documents. The other answers

are arranged in descending order as per respondents' opinion (Diagram 4):

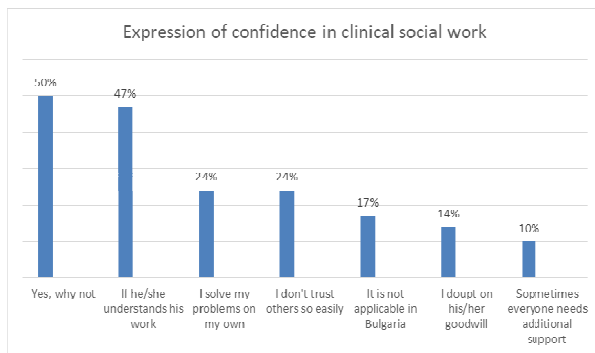


Diagram 3. Would the respondents trust a clinical social worker?

- when my stay in the hospital is too long - 12 people (40%);
- when I do not understand what the doctor has said - 8 people (26.67%);
- when I hear an unpleasant diagnosis - 6 people (20%);
- I have no idea what such a specialist actually does - 6 people (20%);
- when the future is unknown - 3 persons (10%);
- I will use his services if he explains to me exactly what he does and I consider that he can be useful to me - 1 (3.33%).

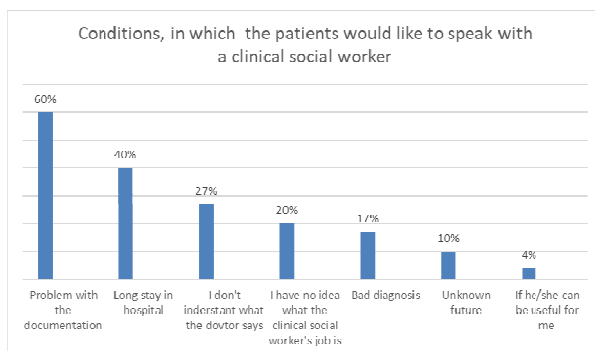


Diagram 4. Conditions under which the patient would use the services of a clinical social worker

Half of the respondents (15 people - 50%) cannot assess whether the presence of such a position in health care institutions would improve the quality of their work and service to citizens. 43.34% (13 respondents) give a categorically

positive answer. Only two (6.67%) are definitely against this idea.

If there are meetings with a clinical social worker, the majority of respondents express the opinion that they should take place in the hospital itself - 19 respondents (63.34%). Six respondents imagine the meetings in a pleasant and quiet place (20%), and 26.67% (8 of the respondents) cannot judge or have no opinion on this issue.

Respondents do not show a belief that social assistance in the hospital would improve their attitude towards the institution. The majority cannot imagine it at all - 12 people (40%). Only 10 people (33.34%) indicated the answer "yes, definitely". 9 people (30%) believe that when a person is calm, he accepts things better" and only one person (3.34%) is positive that the emotional balance of the personality would improve (Diagram 5).

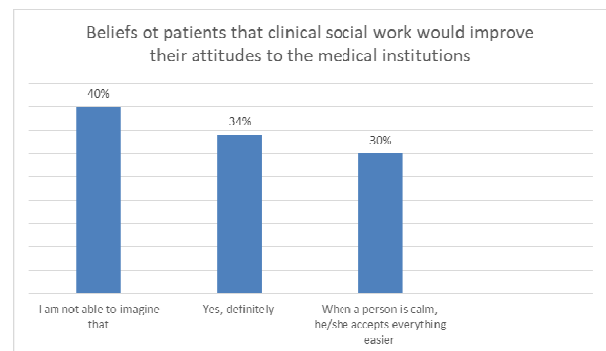


Diagram 5. Is it considered that the availability of social assistance in the hospital would improve the attitude of patients to the institution?

Regarding the opinion of the respondents about the clinical social work, it is impressive that the majority does not share such at all. The question was left open in order to provoke the desire of the respondents to share their personal opinion in more depth.

Respondents comment that:

- the society is not familiar with the functions of the clinical social worker, therefore it should be popularized;
- another of the respondents considers that clinical social work is extremely necessary in medical practice, as a link between a doctor and a patient;
- there is definitely a need for such a specialist in healthcare facilities;

- I can't answer the question, I don't know or I don't have an opinion (16 respondents) - 53.34%;
- it is still not very popular in the Bulgarian society;
- people need it a lot;
- there is no information about this type of specialists, and they can be very useful for both sides – patients and doctors;
- much is needed in medical practice because it supports positive communication between a doctor and a patient;
- improves the interaction between the doctor and the patient;
- it is very necessary in the hospital because it calms people down and completes the work of the doctor.

CONCLUSION

Based on the brief theoretical analysis and the conducted survey, several main conclusions can be made:

1. The concept of "clinical social work" remains unknown to most people, and this is a sure sign of the lack of such activity in hospitals, as well as professionals to implement it.
2. Respondents are aware of the need for clinical social work as a link in the doctor-patient relationship - many of them say that they do not receive the necessary understanding and support in the doctor's office or find it difficult to complete the documentation and would not refuse third party intervention.
3. At the same time, the Bulgarian patient does not seem to be ripe for the idea of trusting a clinical social worker to discuss his problems - people are more inclined to use his services when they have difficulty filling in the hospital documentation and other necessary papers.

In conclusion, the data from the pilot study indicate the current need for a mediating unit in the interaction "doctor - patient", which offers both empathy and emotional support, as well as additional information and comprehensive assistance in passing the diagnostic and treatment process. It is noteworthy that the clinical social worker is not recognized as an opportunity to provide such professional support, as the majority of respondents do not have information about its functions and capabilities. This opens space for additional research, discussions and information

campaigns to promote the practical applicability of clinical social work to the public.

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**BULGARIAN EDUCATIONAL WORK IN TSARIBROD DURING THE PERIOD
1920 – 1944**

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ABSTRACT

The article traces the history of educational work in Tsaribrod from the early 1920s to the mid-1940s. Emphasis is placed on names and events that leave an imprint on the educational achievements of the Bulgarian diaspora. Cultural-historical retrospection, historical-pedagogical analysis, and biographical methods are used in the study.

Key words: *Tsaribrod, high school, Bulgarian diaspora.*

The object of analysis in the paper is the educational work of the Bulgarian diaspora in Tsaribrod in the first half of the twentieth century. The aim is to clarify the difficulties in teaching Bulgarian language in view of the change of nationality and the resulting civil rights. The tasks related to the realization of this goal are as follows:

- to reveal the features of the historical periodization of the educational work within a quarter of a century;
- to highlight the names of the pedagogues who contributed to the defence of the Bulgarian national spirit giving a personal example;
- to show the problems of the students and their families resulting from the abrupt change of the educational paradigm with the replacement of the language marker.

In the research, cultural-historical retrospection, historical-pedagogical analysis, and biographical method are employed.

The decisions of the Paris Conference and the Treaty of Neuilly-sur-Seine, known in Bulgaria as the Neuilly Peace Treaty, led to a sharp turn in the lives of thousands of Bulgarians from the Western Outskirts: the territory was annexed by the Kingdom of Serbs, Croats, and Slovenes (from 1929, Yugoslavia).

The assimilation policy of the new rulers did not affect the church, as both the Bulgarians living there and the new Balkan state in this geographical region had a predominantly Orthodox population. The attack was directed at the teaching of Bulgarian in Bosilegrad, Tsaribrod, Kul and the Trans regions, and attempts were made to replace it with Serbian [1].

By 1920, there were 116 primary schools, 6 junior high schools and one high school in the region. 269 teachers taught about 7,900 students [1]. In a few months, the educational situation changed radically – the schools, community centres and libraries were closed, and Serbian schools were opened instead. The Bulgarian teachers were dismissed. The parents who did not enrol their children in the new schools were fined [2].

This explains the high growth of emigration from this region to Bulgaria, France, USA and other countries during that period.

The destiny of the only high school in Tsaribrod arouses interest. The school, which had been teaching high school students since 1891, was closed in 1920. The teachers were fired, among them the following:

- Ivan Gyoshev (1891 - 1945), born in Tsaribrod. He studied mathematics at Sofia University and became a high school teacher in his hometown. He occupied the position of headmaster of the last classes of the Bulgarian Tsaribrod High School. In July 1921, he was imprisoned with two other teachers, the Kotsev brothers, on charges of issuing false certificates to high school students because they were written in Bulgarian. He was forced to move to Bulgaria and became a teacher in the town of Trun. He was said to be the founder of the "Vartop" Internal Westside Revolutionary Organization, banned in Bulgaria after 1934. He was shot by the new Bulgarian rulers after the Yugoslav court refused to convict him of fighting the previous regime [6, 8, 9];

- Nesho Bairov (1882 - unknown), a native of Panagyurishte. He graduated from high school in Sofia in 1901 and was a member of the first Tolstoyist commune in the village of Dolna Banya, near Sofia. He wrote verse and prose. His fiction was highly praised by K. Velichkov. He was the author of sonnets and a translator of the works of Leo Tolstoy from Russian [3]. He taught French and natural history in 1918-1920 [9];

- Mladen Gotsev (1888/9-1984), born in Tsaribrod. A teacher at the High School where he taught algebra, geometry, history and geography. He lived for some time in Bulgaria and then returned to Yugoslavia. He was buried in the town of Ub, near Belgrade [9, 11];

- Konstantin Gotsev (1895-1975), born in Tsaribrod, in 1920-1922 he was a teacher of drawing and singing at the High School. In 1923 he applied to the Higher Medical School in Sofia. Persecuted for his political views, he was forced to move and complete his education in Belgrade in 1932. He had a fervent anti-fascist

activity, but after 1944 he was again persecuted for his disagreement with the anti-Bulgarian policy of the Yugoslav authorities. He crossed the border illegally in 1949 and was declared a political refugee from Yugoslavia. He settled in Sofia, where he worked as a doctor [9, 10].

A year later, in the 1921-1922 school year, a Serbian sixth-grade incomplete high school was established in Tsaribrod. It, in its turn, was closed in 1928-1929, and in 1930-1931 a civil school appeared, and in 1936-1939 the first and second high school classes were set up again [8, p. 49].

After the restoration of Bulgarian authority by the occupying forces in the period 1941-1944, the high school (called Mixed Real High School "Prince Cyril") had graduates not only from Tsaribrod and the surrounding area, but also from Bulgaria: from Vidin, Vratsa, Ruse, Ferdinand, and Byala Slatina [8, p. 59].

Table 1 School classes and students in the period 1841-1944

School year	Number of classes	Number of students
1941/42	9	311
1942/43	12	424
1943/44	13	504

Note: Students from grade 4 to grade 8 studied at the high school in this period [8, p. 59]

The names of the following teachers can be seen there:

- Kiril Kamilev (1899-1976), born in Veles. He graduated from a high school in Sofia. In 1920-1924 he studied pedagogy in Prague. He defended his doctorate in France. From 1936 to 1939 he fought as a brigadier general in Spain in the "Georgi Dimitrov" battalion. He met Hemingway and Ilya Ehrenburg. After his return he worked as a teacher in Piroto and Tsaribrod. He taught philosophy, logic, psychology, ethics, religion, French and Russian [8, pp. 56-57]. From 1945 to 1947 he was a director of the Tsaribrod High School, then named after J. B. Tito. He was engaged in scientific activity [5]. His nationality needs to be determined from documents [8];

- Galina Neykova, music teacher who led the high school and city choir. She was the initiator of the appearance of a brass band of students in 1944 with instruments delivered directly by the Ministry of Education. She staged an operetta in 1943, which was welcomed heartily by the citizens [8];

- Dora Karshovska (1917-1997), born in Sliven, a descendant of a Bulgarian National Revivalists' family. She studied Romance philology at Sofia University and immediately after graduating from high school she was appointed a teacher of French at the high school in Tsaribrod. She is our only compatriot who graduated in Library Science and Bibliography from the University of Florence in Italy (1938-1943). Subsequently, she became a prominent Bulgarian librarian, author of a textbook on cataloguing library collections, which was republished several times [4, 8];

- Lyuben Belmustakov (1914 - 1993), in 1937 he graduated in painting at the Academy of Arts. After a short period of teaching in his hometown of Vratsa, he was sent to Tsaribrod. There he opened his second solo exhibition as an artist. He worked as a teacher of drawing and crafts. Subsequently, he was a lecturer in art history at the Academy of Arts. In 1960, his study "Painting in Bulgaria" was published. In 1965 he became an associate professor and headed the Department of Art Studies at the University of Veliko Tarnovo.

A number of clubs and societies functioned at the High School of Tsaribrod and the students were grouped there according to their interests. Excursions to Sofia and the Rila Monastery were organized. The school participated in the celebrations on March 3 and May 24, which were a proof of the strength of the Bulgarian spirit in the city [8].

The punishments imposed on high school students by the Teachers' Council were also documented in the yearbook. The offences were: non-observance of the evening hour, indecent

behaviour in class, lack of uniforms, acts of violence and disobedience. The sanctions were in compliance with the heaviness of the offence.

They even led to expulsion due to systemic violations of school rules. However, the love for learning and conscious discipline led the students to a successful graduation during the school years when the Bulgarian language, besides being the mother tongue, was also official for the city.

Table 2 Graduates in the period 1942-1944

School year	Number of graduates	Diplomaed
1941/42	38	32
1942/43	38	34
1943/44	60	53

[8, p. 174-184]

The collected factual material and its analytical interpretation require the following conclusions:

The Bulgarian educational work in Tsaribrod in the first decades of the XX century had its years of rise and fall, which were directly dependent on socio-political events, the aggressive intervention of the state authorities, the support and/or ignoring of the Bulgarian minority within the boundaries of the Kingdom of Serbs, Croats, and Slovenes/Yugoslavia.

In addition to local teachers, many Bulgarian teachers worked in the city: some were expelled by the Yugoslav authorities in the 1920s and deprived of the right to teach their countrymen; others were commissioned from the interior of the country by the Bulgarian Ministry of Education in 1941. They were respected and were respected by their students not only for their knowledge but for their rich spiritual culture, and their organizational and administrative qualities.

Subjected to repression for their unwillingness to learn Serbian, the students of Bulgarian descent retained their national identity. Their families provided them with the necessary material and moral support to complete their secondary education.

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THE STORIES OF THE BANAT BULGARIANS – METHODOICAL INSTRUMENTS IN BUILDING UP LANGUAGE AND LITERARY KNOWLEDGE OF PRE-SCHOOL AGE CHILDREN

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The article reviews the verbal folklore wealth of the Banat Bulgarians, who constitute a unique part of the Bulgarian ethnic diaspora and the Bulgarian cultural community. An ethno-cultural overview of the Banat folklore fairy tales runs parallel, focusing on the methodology used in the process of preschool teaching and particularly, how they can be used to enrich the children's language and literary knowledge.

Key words: Banat Bulgarians, folk tales, pre-school education

INTRODUCTION

Banat Bulgarians as part of the Bulgarian ethnic diaspora and the Bulgarian cultural community

Banat Bulgarians are a unique part of the Bulgarian ethnic diaspora and the Bulgarian cultural community. They originate from the oldest preserved Bulgarian emigration and today comprise ethnic minority groups in Romania, Serbia and Hungary. The successors of the returned to Bulgaria Banat Bulgarians constitute an ethnographic group, which is part of the religious catholic minority in the country. The most characteristic feature, which discerns the Banat Bulgarians from the other ethnic Bulgarians, is their religious faith. The symbiosis between the Bulgarian ethnos and the catholic religion designates their place between the Bulgarian, mostly East Orthodox community and the west Catholic world. This dubious position is geographically justified by their inhabitation of the Banat district, which is located at the border of the east and west part of Europe and today is part of three countries-Romania, Serbia and Hungary. (fig 1) The Bulgarians who live there are the westernmost community of the "historical" diaspora, arisen before the establishment of the Bulgarian modern state in 1878..

The Ethno-cultural features of this community comprise:

- The specific Bulgarian dialect, which transforms into a second Bulgarian standard language, using Latin alphabet;
- Specific traditional culture, formed during a long discontinuity of the ties with the parent

state, strongly influenced by the catholic religion and other ethnic cultures;

- Bulgarian, but highly specified ethno-religious and regional-cultural identity. [11, s. 5]



Fig. 1. Territories outside Bulgaria, inhabited by Banat Bulgarians.

The Banat Bulgarian language uses its own alphabet, based on the Croatian variation of Latin alphabet and preserves a number of archaic forms of the language, spoken in Bulgaria. The Banat Bulgarian language is codified in 1866 by the Vingan teachers' association. The main principle in the Banat spelling is the phonetic one, that is, spoken as written. The Banat standard is used in literature, printing, church and medias with insignificant differences, due to the various dialects. In the period between 1860-1896, the Banat Bulgarian language is a main language in the Bulgarian schools in Banat. Later, it was replaced with Hungarian (until 1918), after that –with Romanian or Serbian.

According to Blagovest Niagolov, the creation of the Banat Bulgarian literary language has dual importance. On the one hand, the language plays a major role for the final formation and further self-preservation of the small, isolated from its parent country, ethno-religious community. On the other hand, it inevitably broadens the already imposed by the catholic religion spiritual isolation of the people in Banat and their cultural departure from the Bulgarian nation to the south of the Danube. [11, s. 28]

LITERATURE PREVIEW

Banat folk tales – classification and characteristic features

The present-day folklore science does not provide a detailed and relevant definition of the term "tale". One of the most popular, yet, most disputed, is the concept by E. V. Pomerantseva, which is exploited in numerous research and treatises: **"The fairy tale is one of the main genres of the spoken poetic folk art; epic, mostly prosaic fiction where magic, adventure or everyday routine abide alongside invention.** [9, s. 880] "Invention orientated" is a term introduced by I. Kovacheva, which is meant to replace the untranslatable "установка на вымысел", used by Pomerantseva.. This description accepts the cited above key phrase as a primary genre-creating element. However, some folklorists argue that the invention is typical not only of the tale, but also the myth, the science fiction and the folk non-told works. One of them is N.I. Kravtsov, whose concept of the tale is one of the most cited and acceptable: **"The tale is a historically based, relatively sustainable art form, performing complex functions- cognitive, educational and aesthetic- acting as an entity or using its separate parts."** [16, s. 72]

The outstanding researcher of Bulgarian folklore Michael Arnaudov also highlights the fairy tale specifics in the brilliant presence of the invention, stating that **"the unreal, the fantastic which comes as an answer to dreams unfulfilled in real life, is the essential content of a great number of tales"**. [2, s. 7] Another researcher, Peter Dinekov focuses on other peculiarities of the tale and defines it as: **"The tale is a verbal, fictional, epic folk art with a touch of magical, adventurous or everyday elements, aiming at education or entertainment."** [8, s. 7]

The quoted above opinions influence Ivanka Kovacheva's conclusions concerning the genre specifics of the folk tale:

1. According to all researchers, the conditional-poetic invention is invariably present in the tale, but it is assigned a different role, content and function every time.

2. Most of them are aware of the fact that certified presence of invention in the tale does not act as its genre distinguisher, therefore aim at defining its main characteristic features, in order to differentiate it from the invention in the other folklore and literary genre forms.

3. With no exception, all researchers define the genre form "folk tale on the basis of the folk prosaic work, characterizing it as a specific folklore fiction. [10, s. 9].

The folk tale has undergone changes in its thousand-year-old development, under the influence of various, often contradictory social, religious and moral circumstances. It can be found in different variations depending on the talent and the preferences of the unknown story tellers. The researchers spend years studying the folk tale art, looking for the bond between the different, yet, similar folk tales of the various peoples, inevitably marked by the national specifics. According to the characteristic features of their morphologic structure, folk tales can be classified into 4 groups.

- Tales about animals;
- Magic tales;
- Adventurous tales
- Everyday life tales which include anecdotes .

Mihail Arnaudov divides the Bulgarian tales into 4 groups:

1. Tales about the adventures of a hero or a heroin.
2. Legends
3. Tales about animals.
4. Anecdotes. [1, s. 18]

In this article we are going to focus on the tales about animals, tales about the magic and everyday life, because The Banat Bulgarian tales do not include tales about adventure.

In order to penetrate into the core of the **magical tale**, we need to draw a line between the fictional-wonderful (supernatural, magical) and the fictional-bizarre (the unusual, stunning, but accepted and explicable by the laws of natural science). The fictional-wonderful is a basic criterion for differentiating the fictional tale from the myth and the other genres of the folk prose. The process of differentiating is based on the

fictional type. The fictional-wonderful characterizes the magical tales; the fictional-bizarre –the adventure tales.

The fictional-wonderful facilitates the preservation of a number of traditional motifs and plots, inherited from the archaic myths and rituals, characters or their attributes and qualities. [15, s. 6] The enchanted water is present in many Banat tales, which is rooted in the Bulgarian ceremonial rituals, connected to our pagan customs. An example of that is the tale „Little Brother and sister” [13, s. 66-71]

According to Vladimir Prop, there are various forms of relations between the tale and the ritual. For instance, in “Tale of the king’s son”, the character rescues the princess, who was offered to the dragon, who lives in the waterfall at the end of the town. There used to be a custom, according to which a girl was sacrificed and offered to the river in turn for fertility [17, s. 190-191] It was done at the beginning of the sowing and was supposed to enhance the growing of the plants. In the tale a hero came up and rescued the girl from the monster. In reality, however, back at those times, such a “savior” who had put at risk the prosperity of the harvest and the people, would have been torn apart as the greatest sinner. [6, s. 198] These facts prove, that the Banat tales, too, are influenced by a negative attitude to a long gone historical reality. That’s what Vladimir Prop describes as ritual reverse.

A lot of motifs can be genetically explained through their comparison with real historical events. Another example is the tale “The golden Girl”, the character turns into a moon, which...”rises in the sky at night, illuminates the whole earth, looking with its eyes for its native land”. [17, s. 96]

The tale for animals, which are the oldest (historically speaking) possess a dual meaning- the animal world is a metaphor for the complex human relations and moral values. The characters- the bear, the wolf, the fox, the sparrow- are standardized and opposed to one another, their nature is revealed through words and actions. The Banat tales “The Ox and the Frog“, „The Wolf and the Eagle” [17, c. 175-178 are examples of aphoristic conclusion, made by the narrator. [15, s. 8].

The moral in these tales is typically directly formulated, but has a “certifying character”, unlike the fable, which is more of an imperative” against certain social flaws. [12, s. 135]

In some animal tales, the man is also an active figure, who, through their relations with them

demonstrates qualities, which the narrator encourages or criticizes. [15, s. 8] The Banat folk tale “What is the man?” [17, s. 181, for instance, accentuates the strength and superiority of man over animals, whereas the tales “The Master and the Sparrows” [17, s. 183], „Agni the Donkey”, and “The water has brought them, the water has taken them” [13, s. 74-78), denounce human greed and ungratefulness.

The African animal tales, which are the oldest in geographical aspect, introduce a specific character. This is the trickster. The zoomorphic trickster is whip-smart, fast to act and witty. The plot entwines a single motif- who is the smartest. [15, s. 9] The role of the fraudster in the Banat tales is usually intended for the fox, but they, too, are outsmarted in turn. An example of such a tale is “The fox and the rooster”. [17, s. 175]

The everyday life tales describe the patriarchal rural environment and the way of life. Despite being close to reality, the tale does not copy it, but tries to be its artistic generalization.

The main characters here are the father, mother, children, the grandparents etc. They are opposed to one another within the frames of the family relations, revealing their different social status, mental capacity and morals. [15, s. 9] :

- Craftiness and gullibility- “A Tale of the two Oxen and the Poor man”, “The Cunning Gypsy;

- Resourcefulness and slow-wittedness- “The Stupid Old Man“;

- “Hard work and laziness- “The White lie”, “The Cuckoo Mother“.

- Generosity and greediness- “A Tale of a Dove”, A Tale of a Sparrow”. [13,17]

The everyday life folk tales are a unique reflection of the Banat Bulgarians’ religion. The frequent presence of the biblical characters of St Peter, St. Elijah and Grandfather God affirms the people’s ideal of moral purity, good will and ethics. The tales of “ST. Elijah and the poor man”, “A tale of God and St. Peter”,

“God rejoices when good prevails” [17, s. 201-213]. [13, s. 89-91]

While revealing the relations inside the family, the kin and the settlement, the Banat tales sometimes describe comical situations, but the mockery wears no malice. The narrative is frugal, and the culmination-impressive. [15, s. 9] “The Cat and the Lazy Bride”, “An Unsuccessful Reckoning”-these are some of the comical folk tales. [17, s. 201-211]

The anecdote is a short, folk prose work, an interpretation of everyday life formula [15, s. 9]

Its characteristic features are expressiveness, vivid dialogue and aphoristic nuance. "The Poor man and the Steam" and "Where They Live Long". [17, s. 193-195]

The three types of Banat folk tales share the same principles, typical of all their variations.

- use of clichés-initial traditional phrases, "Once upon a time" and final "That's the end. If you are not pleased, you will count fleece";

- topographic and chronological generalization-lack of specific time and place information- (long, long time ago) and (in one village);

- triple action and characters- three is the favourite number of the narrator, who loves the number 7, too. Typically, the characters are three brothers ("The White Lie"), the character is entitled to three wishes ("A Tale of the Dove") and so on.

- anthropomorphism – personalized natural forces transformed into human beings- for instance- the sun, the moon, the stars ("The Golden Girl");

- **zoomorphism**-deities and heroes turned into animals;

- a happy ending-mandatory prerequisite of the folk tale, in which the good must overcome the evil. [15, s. 10]

METHODICAL INSTRUMENTS FOR WORK WITH BANAT FOLK TALES IN PRESCHOOL CLASS

After a specific redaction by writers and folklorists, The Banat folk tales reach the children and due to the fact that they possess undoubted aesthetic qualities, they inevitably provoke a great interest among them. Being imaginative and creative, these works appeal to the inner spiritual world of the young readers. The children easily embrace both the exaggerations and the fictional elements, unmistakably sensing their conditionality. Like the adult readers, the children are aware, that this is an imaginary world. They may even feel proud that the narrator cannot outwit them. [19, s. 127]. We cannot miss the fact that the Banat folk tales play a significant role for the preservation of the Banat language, whose literary dialect has taken its rightful place in the treasury of the Bulgarian ethno-cultural heritage.

While working with Banat folk tales, the teacher applies traditional methods and uses universal techniques in compliance with the genre specifics;

Initial reading-expressive presentation of the text, aiming at its aesthetic perception by the children. A good basis for the thorough aesthetic perception of the text is the comprehension of its artistic content (idea, plot, characters), understanding of the depicted (environment, outer appearance), and empathizing (the feelings of the characters and the author) [4, s. 100]

The process of introduction is often accompanied by exhibiting various visual material. It must, however, be done quite tactfully, since looking at illustrations or using any other visual material while listening to the story, can breach the artistic perception. This is the reason why the use of electronic resources, like audio recordings, accompanied by illustrations or short animated clips, should be carefully applied. One of the most vital challenges, which the teacher faces, is to teach the children, especially the older ones, to perceive aurally, without additional visual props. The initial reading of the text aims at grasping the feelings expressed in it, therefore, interruptions are not recommended. This is only allowed when doing comprehensive reading. [7, s. 290]

Explaining vocabulary—following the reading, the teacher engages in a short informal conversation with the children, explaining the meaning of the unknown words. At the teacher's discretion, the explanation can be visualized with various objects, toys, pictures, audio recordings, video clips, mimicking.

Discourse—conducting a discourse in the course of the lesson, is one of the most difficult, methodically related elements. It should be meticulously considered and planned (summarized), with minimum questions. Too much elaboration can diminish the children's attention and they may lose interest. The discourse should include assertive problematic and assessment questions, directed to the contents, as well as aesthetic questions, orientated to the expressiveness and the imagery of the language, differentiating comparisons, epithets, aphorisms.

The questions can result in optimal communicative- verbal interaction within the specific pedagogical situation, provided:

- they do not exceed a reasonable range;
- follow a certain communicative logic;
- they count on humour, provocation and mystery;

- contain a certain verbal stimulus. [14, s. 58]

The questions in the discourse should help the children identify the characters and the circumstances of the plot, follow the causally investigative relation between the actions and the deeds of

the characters, their motifs, the main parts of the story- beginning, event, end , and the relation between the title and content..

Illustrations- a general rule is the illustrations to be shown after the reading of the text. They should be of high artistic value, to be brightly colored and attractive to the children, to contain clear and realistic depictions, to be relevant to their perception capabilities and above all, to reflect correctly the content of the story. Small children's attention can be activated by showing them some illustrations before the introduction of the text. The close relation between the illustrations and the content is of vital importance. This can be achieved by asking questions concerning the content of the text (Who? Where? When), not the illustrations (What can you see in the picture?)

Some more modern sources put a special stress on the **teacher's remark**, which demonstrates personal attitude, and empathizes **with** the characters and their issues. [14, s. 58]

A second reading-it is usually done in order to achieve a fuller and deeper perception, to experience and remember the text better. It is by no means a compulsory component in the structure of the situation. The short tales can be read entirely, whereas the longer ones need a second reading of the most important and bright extracts. The second reading enhances the educational effect of the tale by supporting the moral feelings which have already captured the children's imagination.

The work with small children after the first reading of the text involves an informal conversation about its content, looking at illustrations and a second reading. Work with older children requires a second reading and a more detailed discourse, especially if the children haven't fully grasped the main idea of the tale.

Retelling-the reproductive repetition reveals the children's ability to follow the course of events and to identify the right place of each character in the plot. Older children can spontaneously add their own words and contemplation to the retelling, which is a clear sign that there has been an upgrading, worth of praise. The teacher's task here is to judge if these words, sentences or phrases harmonize with the general narration.. [15, s. 12]

The most complex reproductive retelling is the one from a character's point of view- it creates imaginary settings, helps the children comprehend the situation, to understand the in-

terrelationship between the characters and their motifs and the idea of the tale. [3, s. 32]

While choosing a Banat folk tale, teachers should comply with the following conditions:

1. Content and factual standard and linguistic-stylistic accessibility level of the tale

The factual standard should be compatible with the knowledge and the experience the children possess on a given level or in general. Unfamiliar objects, events and phenomena would hinder their perception and comprehension.

Inadequate linguistic and stylistic presentation could also be a barrier for young children.

2. Effectiveness

In view of the typical of the age visual-active and visual-figurative thinking, the text needs to offer possibilities for diverse visualization by means of pictures and illustrations. Effectiveness is also linked to art-(drawing of a character or adding finishing details) and game (drama and theater acting).

3. Very suitable for pre-school age children are texts, where the plot is with clearly defined causal link, and the episodes are chronologically constructed.

Texts, containing retrospection- shifting acts and confused time order-are not recommendable for this age group. Children are not able to imagine the real succession of events, therefore, the composition should be simple, accessible and clear.

4. The volume of the text should also be consistent with the children's age and the type of retelling they are going to create.

The maximum number of words in the text shouldn't exceed 350-400 words. [18, s. 46]

The following verbal methodological techniques can be applied when retelling Banat folk tales:

- **verbal portrait of the character-describing** in words their physical and mental image(The Golden and the Black Girl) ;

-**setting description** – for instance, the children are given the task to describe the forest in the tale “The Golden Girl”.

- **adding up to the course of events using a logical judgment** – what is the end of the Bulgarian folk tale “The Golden Girl”, what other ending they would offer, if they had created it. [3, s. 32]

The art techniques allow using the following methods:

- **Displaying illustrations from the tale according to the story- this can help the retelling;**

- **Doing puzzles with the images of a character or an object**- it is usually applied in the final part of the situation;

- **Correction of factual mistakes or completing drawings** – develop children’s observation capability and a sense of details.

- **Illustration of a particular episode from a tale**- it provokes the children’s choice concerning a concrete plot development, as well as their wish to activate the character in an extreme situation. [15, s. 14]

The combinatorics of methods and techniques is just a part of an entire system, used in the work with the tales of the Banat Bulgarians. The above described instruments have gradually become large –scale, however, these particular folk tales require specific methods which can identify the Banat language as part of the verbal folk heritage of the Bulgarian people..

The following methods are a MUST:

- **Informative narrative- performed by the teacher**- gives information about the Banat Bulgarians, living in the Banat region, as well as those who have returned to our country.¹

- **Displaying ethnographic pictures and film material.**²

- **Introducing theme-related elements from the Banat Bulgarian folklore** (riddles, proverbs, sayings). Compared to our native folklore, they reveal common features from the national mentality and contribute to the incorporation of the Banat dialect to the Bulgarian language. [20]

- **Comparative use of similar characters and plots- for instance**-“The Cat and the Lazy Bride” and the Spoilt daughter”; “The White Lie” and “The Buried Treasure”. Such comparisons develop analytical literary skills. [21]

CONCLUSION

¹ https://ucha.se/watch/12156/traditsionni-balgarski-obshtnosti-zad-granita?fbclid=IwAR2cmYq83wUZeYzNp gMJqxWkEsXocMcqKFTxY_55vv2x4NQm 28cK78rNCmI

² <https://www.youtube.com/watch?v=8ycd4HSXHQs>
https://www.youtube.com/watch?v=R13-C4xb_pg&ab_channel=SvetlanaKaradzho va

Preschool children should have the opportunity to get acquainted with tales of various ethnic groups, living on the territory of Bulgaria, alongside with the Bulgarian folk tales. The Banat Bulgarians fall into this category, and despite the fact that they have long returned to their native country, they have preserved and still zealously protect their mother tongue and traditions.

The above described methods and methodical techniques used in the work with the Banat folk tales at preschool, allow:

- Preservation and incorporation of the Banat dialect into the Bulgarian language and acknowledgement of their common root.

- Accepting the ethno-religious and regional-cultural identity of the Banat Bulgarians by means of defining the differences in similar folk tales.

The Banat Bulgarian tales help children to acquire knowledge and skills to accept the variety of different languages, religions, holidays and customs as part of the ethno-cultural diversity of their native country.

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STRATEGIC ANALYSIS OF DESTINATIONS THROUGH THE INDEX FOR MEDICAL TOURISM

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ABSTRACT

The medical tourism is positioned by the article's strategic analysis as a modern, widely preferred and established as a financially highly profitable subspecies of the international tourism. For this purpose, a reasoned analysis was conducted, which proves that the contemporary strategic analysis of each tourism destination should be based on a toolkit of indicators that are simultaneously unified for all countries and also, to accurately assess the economic effect of the development of medical tourism in the respective leading country in the international tourism industry. Such an instrument is the so-called "medical tourism index" (MTI). The article examines the elements of the conceptual model of the "medical tourism index". A classification and comparison of mega-destinations for medical tourism has been made. The general characteristics of the indicators by which MTI is assessed for the five world leaders in this industry are analyzed.

Key words: strategic analysis, medical tourism, medical tourism index (MTI)

INTRODUCTION

The sustainable development of the socio-economic systems is followed and accompanied by a dynamic process of consistent implementation of positive changes. Many of them are aimed at harmonizing economic, social and environmental relations and aspects of human activity. In this sense, in the XXI century the modern expansion of medical tourism has restructured it into an independent branch of the tourism industry. According to the World Health Organization, by 2022 tourism and healthcare will become leading sectors of the world economy.[6] The development of medical tourism generates a significant multiplier effect on the world economy and can become dominant in the formation of the state budget by turning it into a macro destination for medical tourism. Given that the organizational form of medical tourism favors international tourism, the basis for the strategic analysis of its individual destinations should be tools that are unified for all countries. One such toolkit of indicators can be included in the calculation of the so-called Medical Tourism Index. (MTI).[10]

RESULTS AND DISCUSSION

Medical tourism is one of the modern forms of application of the motto of medicine of

the 21st century - "Patients without borders", which is applied on the threshold of modern healthcare and tourism. According to the World Health Organization, medical tourism could become one of the most promising sectors of the world economy with a dominant impact on public health.[5] According to various international associations, revenues from medical tourism range from \$ 10.5 billion in 2012 to \$ 32 billion in 2019 and will continue to grow exponentially to \$ 3 trillion in 2025. In the countries that are leaders in the choice as a destination for medical tourism, the annual income from the "import" of health and medical tourism reaches hundreds of millions of dollars and contributes significantly to the budget of the country and represents about 2% of world GDP.

One of the priority tasks in the field of healthcare is the further development and increase of the volume of high-tech medical care, expanding its accessibility.[2] High-tech medical care uses unique, complex and scientific technologies that use modern equipment and materials. Non-invasive and minimally invasive surgeries are also used, which are characterized by minimal blood loss, reduce the number of complications and reduce hospital stays. Innovative medical infrastructure is required for the development of high-tech medical care, approval of a list of priority areas and technologies for innova-

tive development, formation of high-tech practice for medical services as a special field of healthcare, developing ancillary aspects to provide a high level of high-tech medical care (research, personnel, medical-clinical, technological), high-tech industries that are related to medicine (pharmaceutical, chemical industry, production of instruments and optical equipment, control measuring instruments, information technologies), etc. [9]. In addition to supporting high-tech medicine, other important markers for the development of medical tourism in the regions include the creation of specialized medical technology parks, centres for collective use, prototyping, business incubators and clusters. [4].

Analysis of destinations through the index for medical tourism.

The index of medical tourism is calculated according to 34 criteria, which are grouped by

the external environment of the tourism industry, as well as the state of development of the medical tourism industry and the quality of medical services in the destination of medical tourism [1]. The basis of the MTA conceptual model is based on the following key elements:

- The basis of the MTA conceptual model is based on the following key elements.
- Its development is possible only at a certain level of the external environment of the destination of medical tourism: the general state of the country's economy, security of stay and image, favourable cultural aspects, including an appropriate language environment for the patient, his representatives and accompanying persons. The main characteristics of the sub-indices for medical tourism, through which the general index is calculated, are defined in the conceptual model, which is developed by The Tourism Association (MTA) (Fig. 1).

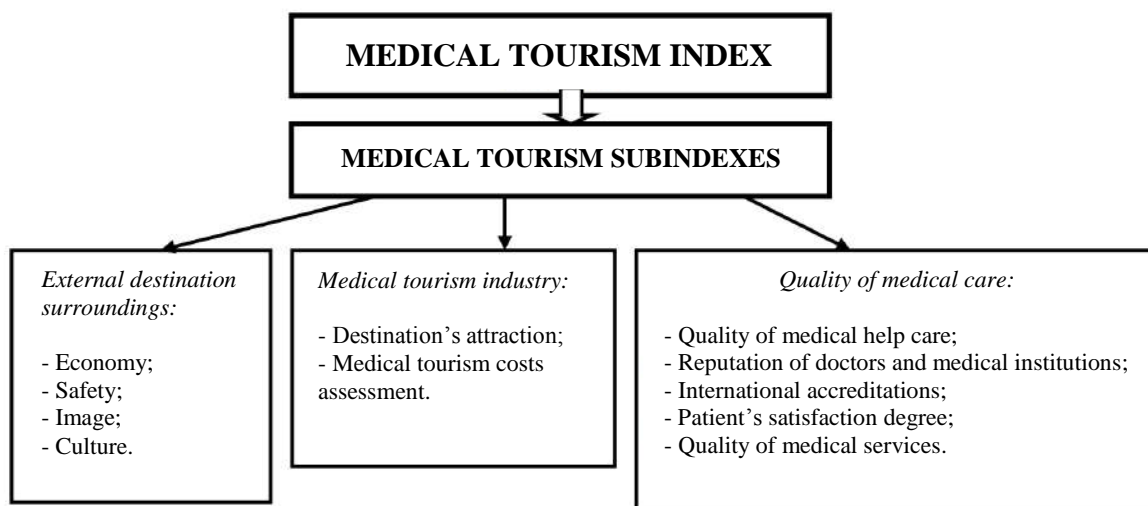


Fig.1. A toolkit of key features for evaluating the Medical Tourism Index

The second component of MTI is the sub-index of the medical tourism industry, which consists of two parts: tourism and medical. The tourist component reflects the attractiveness of the destination, which is determined by the location of the country on the world map, weather conditions, cultural and natural attractions. The medical component of the sub-index is determined by the price of the tourist product: the costs of the medical tourist, which include the costs of diagnosis and treatment (rehabilitation) and accommodation, meals for the patient and the people accompanying him and travel costs.[3]

The third component of MTI - the sub-

index of the quality of medical tourism is based on the combination of the quality of medical care and the accompanying medical service. The assessment of the quality of medical care includes the experience of doctors, the level of health care in the country, the successes in the treatment of certain diseases, the modernity of medical technologies, diagnostics and condition of medical equipment. Also, the calculation of this sub-index takes into account the presence of an international certificate issued by leading accreditation organizations in medical institutions:[8]

- Joint Commission International (JCI) - USA [2];

- Joint Commission International (JCI) - USA [2];
- The Australian Council on Healthcare Standards - Australia;
- Australian General Practice Accreditation Limited - Australia;
- Quality Improvement Council - Australia;
- Canadian Council on Health Services Accreditation- Canada;
- Irish Health Services Accreditation Board now HIQA - Ireland;
- Council for Health Service Accreditation of Southern Africa - South Africa;
- Taiwan Joint Commission on Healthcare Accreditation - Taiwan;
- CHKS Healthcare Accreditation Quality Unit – Great Britain.

Accreditation organizations evaluate the activity of the medical institution according to the following main groups of standards:

- organization of the processes of self-improvement;
- management activities;
- standards for general and medical ethics;

- quality and professionalism of the medical staff;
- organization of document flow;
- prevention and registration of infectious complications;
- a system for processing complaints and compensating patients.

The sub-index for quality of medical care also takes into account the general impression of patients about medical care in the country, the friendliness of doctors and their caregivers.

The standard separation of medical tourism destinations from MTI can be considered as a basis for an effective strategic management system. The classification of medical tourism destinations is based on the general classification of The United Nations World Tourism Organization (UNWTO) and the regional classification of The Medical Tourism Association, which is used in countries for ranking according to MTI. The classification of medical tourism destinations with the definition of the general medical tourism index for each mega-destination is presented in Figure 2.

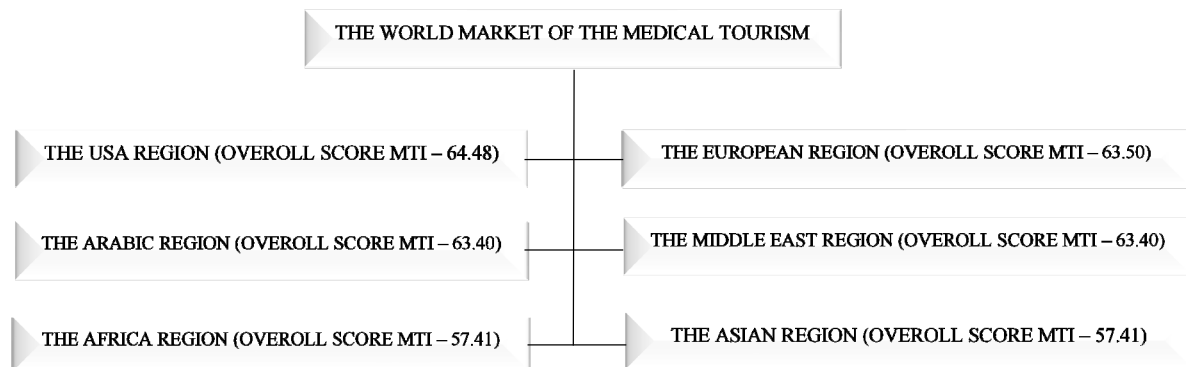


Fig.2. Characterization of mega-destinations for medical tourism according to data from the Medical Tourism Index 2019

The formation of the general index of medical tourism from its main components in the

five world leaders in this industry is shown in Table 1.

Country	The country's place in the world ranking of medical tourism	General index for medical tourism	Subindex for medical tourism			Number of tourists per year
			Subindex for development of the sphere of tourism (place in the world ranking)	Medical Tourism Industry Subindex (world rankings)	Sub-index of the quality of medical care (place in the world rankings)	
Canada	1	76.62	78.69(1)	74.14(4)	77.01(4)	16.6 mill.
Great Britain	2	74.87	77.30(2)	70.38(17)	76.94(6)	31 mill.
Israel	3	73.91	73.91 (4)	72.58(11)	81.60(1)	3.5 mill.
Singapore	4	73.56	73.26(3)	70.79(15)	76.63(6)	15 mill.
India	5	72.10	63.26(12)	75.94(1)	77.10(3)	7.7 mill.

Table 1. Index of medical tourism and its component characteristics in the five "leading countries"[7]

The main strategy for the development of a macro-destination medical tourism can be a strategy for growth diversification. High innovative and technological potential (Table 2) determines the possibility for development of new scientific technologies and their implementation in the practical activities of health care institutions. High international

business activity (Singapore) makes it appropriate to combine business and medical tourism. Residents of The USA and of The European countries who come to the country on a business trip or visit international forums and exhibitions can receive diagnostic, dental, ophthalmic and non-surgical cosmetic services.

Table 2

Indicators	Years	Great Britain		Singapore	
		Index	MR*	Index	MR
1. Global Competitiveness Index	2014/15	5.41	9	5.65	2
	2015/16	5.10	10	5.70	2
2. Infrastructure	2014/15	6.01	10	6.54	2
	2015/16	6.00	9	6.50	2
3. Macroeconomic environment	2014/15	4.10	107	6.13	13
	2015/16	4.20	108	6.20	12
4. Health & primary education	2014/15	6.43	21	6.73	3
	2015/16	6.40	18	6.70	2
5. Innovative factors	2014/15	5.21	8	5.13	11
	2015/16	5.30	9	5.20	11
6. Labor market development	2014/15	5.26	5	5.69	2
	2015/16	5.30	5	5.70	2
7. Financial market development	2014/15	5.07	15	5.84	2
	2015/16	4.80	16	5.60	2
8. Technological readiness	2014/15	6.28	2	6.09	7
	2015/16	6.30	3	6.20	5

Table 2. Comparative analysis of the global economic competitiveness of Great Britain and Singapore [7]

*MR - the country's place in the world ranking among 143 economies according to The Global Competitiveness Report

The materials from the annual analytical journals - Medical Tourism Index, World Economic Forum: Travel & Tourism Competitiveness Report; World Economic Forum: The Global Competitiveness Report - can be the basis of a SWOT analysis of the macro destination for medical tourism. The SWOT matrix allows you to identify the interdependencies between internal (strengths and weaknesses) and external (opportunities and threats) factors, which are of strategic importance for the macro destination for medical tourism. They are the basis for the choice of strategic goals for the development of the macro destination. After a comparative analysis based on the SWOT matrix, a concept for development can be formulated and strategic goals can be set for the development of the macro-destination for medical tourism. The strategic goal for the development of the macro destination for medical tourism can be the building of medical tourism capacity through a synergistic effect of the introduction of new types of medical tourism organization, introduction of the latest medical technologies in medical practice and the united pooling the resources of other types of tourism.

The diversification strategy can be implemented by introducing non-traditional types of medical tourism organization, which will reduce the overall costs of the tourism product. One of these types of medical tourism organization may be the opening of specialized medical departments on ships engaged in international voyages. The services can be provided either during the cruise holiday or in the ports where the ships dock.

CONCLUSION

The increasingly dominant role in the economic circles of the concept for the development of modern medical tourism has been proven to be based on the assessment of the so-called medical tourism index. This process includes a unified toolkit of indicators through which a periodic analysis of the state of the macro-level of the destination country for medical tourism is conducted. Also, the approach should include a comprehensive socio-economic analysis; identification and selection of competitive advantages; formulating a concept for development and setting strategic goals. It is advisable to set strategic

goals at the macro level for the respective destination offering services in the field of medical tourism, using SWOT analysis based on annual analytical materials, published in Medical Tourism Index, World Economic Forum: Travel & Tourism Competitiveness Report; World Economic Forum: The Global Competitiveness Report.

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The publication is under the project "Analysis of the opportunities for integration of medical and spa tourism in Southeastern region ", Department of NIH - 443/2020 at the University "Prof. Dr. Assen Zlatarov – Burgas.

RETROSPECTION OF INTERCRITERIA ANALYSIS AND POSITIONING IN RELATION TO SOME CLASSICAL STATISTICAL METHODS

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ABSTRACT

Intercriteria analysis (ICrA) is a new method combining fuzzy logic and traditional methods of correlation analysis [7]. ICrA, based on the concepts of index matrices (IMs) [1] and intuitionistic fuzzy sets (IFSs)[2], detects the correlation between pairs of evaluation criteria in clear and fuzzy environments. The paper presents a retrospection of the origin, development and essence of the ICrA approach. A comparison of ICrA with other classical methods of correlation analysis is also presented here.

Key words: *intercriteria analysis, intuitionistic fuzzy set, index matrix*

INTRODUCTION

The correlation is useful and an important statistical tool in decision making. The correlation coefficient (the so called Pearson's coefficient) proposed by Karl Pearson in 1895 has become one of the most broadly applied indices in statistics [36]. Generally, correlation indicates how well two variables move together in a linear fashion, i.e., correlation reflects a linear relationship between two variables. It is an important measure in data analysis.

Correlation coefficient is a statistical measure which determines both the direction and strength of the linear relation between two variables which is defined by

$$r_{xy} = \frac{\sum_{n=1}^N (x_n - \bar{x})(y_n - \bar{y})}{(N - 1)\sigma_x \sigma_y}, \quad (1)$$

where x and y are variables whose values are denoted by $x_n, y_n, n = 1, 2, \dots, N$, their corresponding arithmetic means are denoted by \bar{x} and \bar{y} , and their corresponding standard deviations are denoted by σ_x and σ_y , respectively [14]. Its range restricted in a closed interval $[-1, 1]$ tells how strong the linear dependence is between those variables with the knowledge of direction.

In real world data are often fuzzy so the concept has been extended to fuzzy observations [52] or intuitionistic fuzzy [2] in Chiang and Lin [20], Hong and Hwang [25], Liu and Kao [30]. The measuring correlation coefficient between

two variables involving fuzziness is a need and computational procedures are challenging.

LITERATURE REVIEW

The concept of correlation coefficient of IFSs has been first studied by Gerstenkorn and Manko [23]. The variance and covariance in this correlation coefficient are constructed from the scalar product of the values of the membership function and the non-membership function of two intuitionistic fuzzy sets. Then, the correlation coefficient between the interval-valued intuitionistic fuzzy set is introduced by the Bustince and Burillo in [18]. Hong and Hwang in [25] have been generalized the correlation coefficient of [23]. Using the statistical viewpoint, Hung and Wu [26], Hong and Hwang [25], Zeng and Li [53], and Mitchell [34] have been provided correlation coefficient for IFSs. Chen et al. [19] introduced the correlation of hesitant fuzzy set. In [54], a positive and negative type of a correlation was proposed, but the hesitation margin of IFSs does not participate in the calculations.

The proposed correlation coefficient in [44] takes into account the membership and non-membership values, and the hesitation margin of IFSs. Liu et al. [30] constructed the correlation coefficient between IFSs based on the concept of the deviation of the IFSs.

The concept of intuitionistic fuzzy ICrA, based on the apparatus of the IMs [1] and IFPs (see [2, 9]), was introduced in [3, 7]. It

calculating pairwise dependencies between each pair of criteria for evaluation of objects. The method receives as input datasets of the evaluations of multiple objects against multiple criteria and returns as output a table of detected dependencies in the form of intuitionistic fuzzy pairs (IFPs) between each pair of criteria [10]. The aim of the paper is to provide a short historical overview of the origin and development of the ICrA approach. A comparison of ICrA with the other classical methods of correlation analysis is also presented.

INTERCRITERIA ANALYSIS

In this section is performed this hybrid method of correlation analysis combining classical statistical methods and fuzzy logic.

The ICrA is introduced in 2014 by Mavrov, Atanassov and Atanassov [6, 7]. In the original problem formulation that leads to the idea of ICrA, measuring against some of the criteria is slower or more expensive than measuring against others, and the decision maker's aim is to accelerate or lower the cost of the overall decision making process by eliminating the costly criteria on the basis of these existing correlations [7, 41].

The problem from the petrochemical industry that led to the ICrA is [7]:

A set of probes of crude oil from a new shipment (oil from same locations inherently have different properties over time) has tested against a set of physical and chemical criteria: molecular weight density, viscosity, refractive index content of hydrogen, aniline point, etc. to determine the properties of that shipment of crude oil. Hence the best way to utilize it in production: kerosene, car fuel, plastics, dyes, bitumen, etc. Some of these measurements are slow and difficult. Any extra measurement delays the production and rises the production costs. The problem is to find some correlations in the data, so that the need of measurement of the slow criteria is eliminated while keeping the precision of the decision making process as much as possible.

The complexity of the ICrA algorithm is $O(m^2 n^2)$, which is polynomial in mn [13].

The advantages of the ICrA over the three classical correlation analyzes of Pearson (PCA), Spearman (SCA) and Kendall (KCA) are [46]:

- It is only based on comparisons “<, >, =”, existing between the evaluations of the

objects against the system of criteria, rather than on their numerical values, which makes computations faster than other three correlation analysis methods.

- It can be applied not only to clear data but also to incomplete and uncertain ones.

The method requires an $m \times n$ table with the measurements or evaluations of m objects against n criteria. As a result, it returns an $n \times n$ table with

IFPs, defining the degrees of consonance between each pair of criteria, hence the name “intercriteria”. The developed ICrA software returns two $n \times n$ tables with the membership and the non-membership parts of the respective IFPs.

Later the ICrA has been extended in a theoretical aspect for its application to two-dimensional interval-valued intuitionistic fuzzy evaluations, three-dimensional and multidimensional intuitionistic fuzzy data [8, 16, 49, 50], with a software application being developed [27, 31, 32, 33]), freely available from the website [55]. The approach has been discussed in a number of papers considering education [17, 24, 43], neural networks [15, 41, 42], genetic algorithms and metaheuristics [22, 35, 37, 38, 39], economic investigations [10, 11, 12, 21, 28, 46], medical and biotechnological processes [29, 45], management of human resources [40], public transport system [51], in shape patterns [5], etc.

The essence of this method is as follows:

Let be given the following index matrix A

$$= \begin{array}{c|cccccc} & O_1 & \dots & O_k & \dots & O_l & \dots & O_n \\ \hline C_1 & a_{C_1, O_1} & \dots & a_{C_1, O_k} & \dots & a_{C_1, O_l} & \dots & a_{C_1, O_n} \\ \vdots & \vdots & \vdots & \vdots & \vdots & \vdots & \vdots & \vdots \\ C_i & a_{C_i, O_1} & \dots & a_{C_i, O_k} & \dots & a_{C_i, O_l} & \dots & a_{C_i, O_n} \\ \vdots & \vdots & \vdots & \vdots & \vdots & \vdots & \vdots & \vdots \\ C_j & a_{C_j, O_1} & \dots & a_{C_j, O_k} & \dots & a_{C_j, O_l} & \dots & a_{C_j, O_n} \\ \vdots & \vdots & \vdots & \vdots & \vdots & \vdots & \vdots & \vdots \\ C_m & a_{C_m, O_1} & \dots & a_{C_m, O_k} & \dots & a_{C_m, O_l} & \dots & a_{C_m, O_n} \end{array} \quad (2)$$

where for each p, q ($1 \leq p \leq m, 1 \leq q \leq n$):

- C_p is a criterion;
- O_q is an object.

a_{C_p, O_q} is a real number or other object that is measurable with respect to the relation R with the other a -objects, so that for each i, j, k is

determined $R(a_{C_k, O_i}, a_{C_k, O_j})$. Let \overline{R} is a dual relation of R in the sense that if R is satisfied, then \overline{R} is not satisfied and vice versa. For example, if „ R “ is the relation „ $<$ “, then \overline{R} is the relation „ $>$ “ and vice versa. Let $S_{k,l}^\mu$ be the number of cases in which $R(a_{C_k, O_i}, a_{C_k, O_j})$ and $R(a_{C_l, O_i}, a_{C_l, O_j})$ are simultaneously satisfied. Let $S_{k,l}^\nu$ be the number of cases in which $R(a_{C_k, O_i}, a_{C_k, O_j})$ and $\overline{R}(a_{C_l, O_i}, a_{C_l, O_j})$ are simultaneously satisfied. Obviously:

$$S_{k,l}^\mu + S_{k,l}^\nu \leq \frac{n(n-1)}{2} \quad (3)$$

For each k, l such that $1 \leq k < l \leq m$ and for $n \geq 2$ are defined:

$$\mu_{C_k, C_l} = 2 \frac{S_{k,l}^\mu}{n(n-1)}, \nu_{C_k, C_l} = 2 \frac{S_{k,l}^\nu}{n(n-1)} \quad (4)$$

The pair $\langle \mu_{C_k, C_l}, \nu_{C_k, C_l} \rangle$ plays the role of the intuitionistic fuzzy evaluation of the relations between any two criteria C_k and C_l . In this way the index matrix M that relates evaluated objects with evaluating criteria can be transformed to another index matrix M^* [7]:

$$= \begin{array}{c|ccc} & C_1 & \dots & C_m \\ \hline C_1 & \langle \mu_{C_1, C_1}, \nu_{C_1, C_1} \rangle & \dots & \langle \mu_{C_1, C_m}, \nu_{C_1, C_m} \rangle \\ \vdots & \vdots & \vdots & \vdots \\ C_m & \langle \mu_{C_m, C_1}, \nu_{C_m, C_1} \rangle & \dots & \langle \mu_{C_m, C_m}, \nu_{C_m, C_m} \rangle \end{array} \quad (5)$$

which sets the degrees of correspondence between the criteria C_1, \dots, C_m . The last step of the algorithm is to determine the degrees of correlation between the criteria, depending on the user's choice of threshold values μ and ν . We call these correlations between the criteria: “positive consonance”, “negative consonance” or “dissonance”.

The parameters α and β ($\alpha, \beta \in [0;1]$) are used to measure the levels of consonance or dissonance between the involved criteria:

- If $(\mu > \alpha)$ and $(\nu < \beta)$, then (α, β) -positive consonance;
- If $(\mu < \beta)$ and $(\nu > \alpha)$, then (α, β) -negative consonance;
- Otherwise, dissonance.

Obviously, the higher the value of α and/or the lower the value of β , the fewer criteria can be simultaneously associated with an (α, β) -positive

consonance correlation. For the purposes of practice, we get the most information about the relationships between the criteria when the positive or negative consonance is as large as possible, while cases of dissonance give us less information and can be omitted.

Various applications of ICRA to optimize human factor evaluation system in a restaurant, an oil refinery and a mobile company in Bulgaria are proposed in [46-49]. The ICRA approach identify the best correlations between the groups of indicators, to discover dependent and independent group of indicators and the relationships between them. This leads to a reduction of the evaluation criteria and assists the decision-making process.

The comparison of the results obtained after the application of the classical statistical rank correlation analyses to the real data, containing the evaluation of the staff against the criteria of the evaluation system, shows that there is no comparative difference between those, obtained from the ICRA and the other three classical correlation analyses, but only the ICRA can be applied to retrieve information of other types of multidimensional fuzzy data [46-49].

It is observed that considerable divergence of the ICRA results from those obtained by the other classical correlation analyzes, is only found when the input data contains mistakes. So the use of them together can be taken as a way of detecting errors in the input data (e.g., shift of the decimal separator) or the information noise.

The open correlations between the criteria provide effective opportunities for improving human resource management.

CONCLUSION

The article provides a retrospection of the origin, development and essence of the ICRA approach, combined the classical statistical analyses and fuzzy logic. A comparison of ICRA with other classical methods of correlation analysis is also presented here. In future, the outlined approach for ICRA will be applied to other types of fuzzy or intuitionistic fuzzy multi-dimensional data [4], assisting the decision-making process.

Acknowledgements: *This work was supported by the Bulgarian Ministry of Education and Science under the National Research Programme “Young scientists and postdoctoral*

students", approved by DCM # 577/17.08.2018.

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CONCEPT FOR IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT

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ABSTRACT

The goal of the present paper is to present a concept for improvement of human resource management. The main idea of this concept is to present human resources management activities, which run in the organization, like specific processes. Periodic improvement of these specific processes enables the organization to respond to changing environmental factors. Also the methodology allows timely updating of the organizational strategy according to the changes in the environmental and competition factors. It allows identifying the need for human resource's processes improvement, as well as the direction and scope of the improvements when a change in the environment is established.

Key words: *human resource management, optimization, human resource's process improvement, human resource's process*

INTRODUCTION

The effective use and management of resources in an enterprise are a key element of its competitiveness, which is a guarantee for its successful development and expansion. This is the main goal of management in any organization. The human factor as an element of these resources is the subject of in-depth analysis and research in order to effectively manage the processes related to staff selection, job design, evaluation of work results, remuneration, training and staff development, creating healthy and safe working conditions, as well as the commitment and motivation of human resources [1].

At the same time, the specifics of human resources (HR) must be taken into account. First of all, people don't react unambiguously to the given commands from the management, like the other resources in the organization. Another feature is that people have their own, personal goals and beliefs, which in some cases may contradict the organizational ones. In addition, people are social beings who always create associations - formal or informal [2]. Good management must take into account these and other specifics of human resources in order to achieve the set goals.

In addition to being part of the company's resources, people are also an element of the company's internal environment. They are

influenced on a daily basis by other factors of the internal as well as the factors of the external environment. This leads to need for continuous improvement in human resource management processes and the goal of this activities is to neutralize the negative impact of environmental factors and thus improve the competitiveness of the organization.

ESSENCE OF CONCEPT

The main idea of this concept is based on the possibility of presenting a real human resources management activities (staff selection, remuneration, motivation, etc.) passes through the organization to process, named "HR process". Next every HR process might be presented like a vector. To that end every HR processes are presented in strongly aggregated form. The vector's length corresponds to the sum of the parameters of all actual HR processes within the organization. Theoretically, improvements are possible in m-number of aspects, but in the practice, in order to facilitate the visualization, only two or three aspects are used.

The proposed concept for improvement of human resources is based on a model of human resource's process improvement, constructed of two interrelated stages – assessment of the actual state of HR and improvement of HR processes.

For each stage, the phases and steps that build it have been described and analyzed.

Stage: 1. Assessment of actual state of human resource management

This stage comprises two phases. In the **first phase**, the criteria for assessing the actual state of human resources processes are defined. In theory and practice, various criteria are described by which the work of an individual employee or a group of workers can be evaluated. On this basis, criteria to assess the overall work of human resource management can be developed, such as:

- ✓ improving the quality of work;
- ✓ finding more productive employees;
- ✓ increase sales;
- ✓ cost reduction;
- ✓ reduction of scrapping;
- ✓ bonuses for more productive workers;
- ✓ labour discipline [3];
- ✓ striving for professional development and etc.

The chosen criteria by which to assess HR processes may be also choose by analysis of the external and the internal environment of the organization. The criteria might be different. It all depends by the chosen mission of the organization, because the mission determines strategy, and the strategy determines structure of each organization [4].

In the **second phase**, the actual assessment of the state of human resources management according to the already defined criteria for improvement is carried out. This assessment can be done in two ways.

The first one is to evaluate the various criteria by senior management and/or an external expert. In practice, the links between the evaluation criteria and the HR processes can be direct (linear) and indirect (stochastic). For this reason, it is often apply to use four-score ranking scale (0-3) to evaluate each of the criteria, instead of an absolute scale, to evaluate each of the criteria [5]. To get a real picture of state must be carried out interviews with staff from all organization's levels.

The second way is by implementing the already defined criteria from the first phase in the early warning system, if one operates in the company. The early warning system is built and functioning through early warning indicators [6]. The presence of a deviation thereof is a signal for the company management to undertake actions

and/or measures, whereby to carry out the necessary correction. Reading the changes of the early warning indicators parameters gives the companies the opportunity in due time: to identify the possible risks they are facing; to reveal hidden potential; to identify their strengths and weaknesses. That way, each organization has the possibility/chance to avoid or prevent dangers, consequence of its existence. Further, it is acquiring flexibility towards the occurrence of adverse events. Considering the universality of the early warning system and the possibilities for its implementation in various areas of the economy and business, it can also be applied for early reporting of staff problems in enterprises. In this concept early warning system must be built or adapted to the needs for improvement of human resource management. Firstly, zones and chosen criteria from the first phase which influence the elements of the HR processes are defined. A specific value is determined for each indicator in order to report its current status. Slight deviations from the values of the indicators can be detected by it. The indicators itself divide into absolute – reporting the status at a particular moment and relative – tracking changes for a given period [7]. The relative ones could describe a relation, a correlation or an index. The monitoring is done periodically or continuously and the indicators may be changed in accordance with the company goal or with the set tasks for optimization of the condition of the personnel. The monitoring periods, which are specific for each company, are determined. Also, the admissible deviations for each indicator are specified and control limits are set forth. Upon reading a value of an indicator beyond those limits, a signal is sent measures to be taken for the improvement of the relevant work process. Also, adjustment of the monitoring period is allowed.

The resulting scores reveals the presence or absence of deviations from the previous assessment or from the state of the HR processes in the competitors, for example. If a change in values even in one of the criteria is found, it is a signal to start the optimization process and move to the next stage. The same thing happens when the early warning system emits a signal of a deviation in the values of even one indicator.

Stage 2: Improvement

In order to determine the direction and extent of the improvements, all HR processes in the

enterprise are presented as vectors. The criteria which are determinate in the previous phase as dimensions of a coordinate system for representing the HR processes' vectors are used. This stage passes through two consecutive phases - preparatory and optimization.

The **preparation phase** of the improvements consists of eight steps:

✓ step 1. Consistent presentation of HR processes - this is necessary for two reasons: clarity of visualization and overall assessment of the process before improvement;

✓ step 2. Determining the scope of observation - it is specified by the needs of the researcher and depending on the selected vector size;

✓ step 3. Data collection - all data used should be generated by one and the same source. Where a HR process is passing through different departments, each department is generating information. It is collected and evaluated. Also, the dimension of the examined units should be the same;

✓ step 4. Classify the selected dimensions - they are divided into maximizing and minimizing. Upon improvement, the maximizing ones should be increased and the minimizing ones should be reduced. It should be noted that semantically this division of parameters is related to the purpose of improvement rather than to the mathematical meaning of the terms [8];

✓ step 5. Determining the number of axes - the number of axes depends on the selected number of observations. Each axis is named according to the criteria used by previous phase;

✓ step 6. Transforming HR process into vector - each sub-process or activity of the HR process is presented as a vector. Its starts from the zero point of the coordinate axis. The vector's end is marking actually end of the sub-process/activity. The starting point of the next sub-process/activity is the end of the preceding vector. The vectors' lengths and directions depend on the actually measured values for each sub-process/activity. The coordinates describe the actual values of the parameters characterizing different aspects of the process efficiency [9].

✓ step 7. Calculation of common (primary) vector - the vector resultant is calculated, which is the sum of all vectors corresponding to each sub-process/activity;

✓ step 8. Building a secondary vector - the already defined "ideal" goal from the assess by senior management and/or an external expert or from data of early warning system should be

presented as a vector. This is performed by drawing a vector from the beginning of the coordinate system to the point of "ideal" goal's visualization. It is called a secondary vector and is compared with the resultant vector obtained by the vector calculation model. It is assumed that the "ideal" vector was built of a certain number of sub-processes/activities (partial vectors). The individual vectors have equal length, i.e. they are "ideal" partial vectors.

The main task of the **optimization phase** is to identify the need for improvement of the HR processes based on the asses of senior manager/external expert or on the signal from the early warning system. This phase passes through three steps.

Step 1. Assessment the overall necessity of HR process improvement

Determining the need to improve human resource's processes starts with a graphical representation of the primary and secondary HR process. It aims to visualize the dimensions of the two vectors (processes). In order to identify the need to improve the actual process (the currently existing HR process), the "overall human resource process efficiency ratio" (OHRPER) must be calculated. Subsequently, the value obtained for the coefficient is compared with one. With a coefficient of "overall human resource process efficiency ratio" greater than 1, it is concluded that the new state is more efficient and requires reorganization in the existing HR process. It is therefore necessary to take immediate measures to improve it in order to meet the new parameters of the state of the environment. This is done in the next stages of optimization. With "OHRPER = 1" there is no change in the existing suspension of human resources management, therefore no additional action is required. In this case, no improvement is needed. Monitoring of these processes must continue. If the value of "OHRPER <1" it is concluded that the parameters of the HR process meet the requirements of senior management or the external expert. It follows that the existing process is not critical to the process chain, it is better than the set goal of optimization and no improvement is needed. This can also be an indicator that the early warning system is submitting "false" signals to deviate from the set values of the criteria.

Step 2. Assessment the necessity of HR sub-process improvement

Determining the need for improvement of the sub-processes that make up the respective HR

process is done by comparing the partial primary and secondary vectors. For this purpose, it is necessary to first divide the secondary vector into its constituent partial vectors (processes).

It is assumed that the secondary vector visualizes an "ideal" HR process that must be achieved as a result of optimization. Like the existing process, it is made up of a number of sub-processes (partial secondary vectors). Their number and duration are unknown. This information can be obtained from specialized sources (newspapers, magazines, scientific conferences, Internet sources, etc.) [10]. On this basis, three approaches to the determination of partial secondary vectors can be distinguished. The first approach is applied when there is information about the value of at least one coordinate of a partial vector. It is considered a constant in the calculation of the other vector coordinates. If there is information about the coordinates of a partial secondary process, the second approach is applied. The remaining partial vectors are obtained by dividing equally the difference between the coordinates of the secondary vector and the known partial secondary vector. In the absence of specific data on secondary sub-processes, the third approach is applied. Again, we assume that the number of secondary target vectors is equal to the number of partial primary vectors (n). Thus, each secondary HR sub-process can be calculated by dividing the coordinates of the secondary vector by 1/n. "Averaged" partial secondary vectors are created that are identical to each other.

After calculating the coordinates of the partial vectors, it is proceed to determine the need for improvement of the sub-processes of the considered HR process. To establish, it's necessary to calculate the difference between the coordinates of the partial secondary and the corresponding partial primary vector. It represents the "absolute" goal of improving each HR sub-process.

If the coordinate of the newly formed vector is greater than zero, then the secondary vector is more efficient than the real one. In this case, optimization according to the respective dimension of the HR sub-process is required. In case the coordinate value is less than zero, it follows that the existing sub-process is more efficient than the newly created one and no improvement is necessary. In the third case, the real HR sub-process is as efficient as the secondary one. Optimization is again not necessary.

Step 3. Assessment the priority of HR sub-process improvement

Prioritizing the objects of optimization is an addition to the second step. Once the need for improvement of the respective HR sub-process has been identified, it could subsequently be calculated by how many units the coordinates of the partial primary vectors should be increased or decreased. For this purpose, it is necessary to introduce a coefficient that describes the need to optimize a HR sub-process in all dimensions. The values of this coefficient are sorted in descending order. The sub-process whose coefficient is the highest receives the rank of "one". It must be optimized first, as it's in practice the "farthest" from the specified target HR sub-process.

Step 4. Application of tools for critical HR sub-processes improvement

The aim in this last step is to apply a set of tools through which the actual existing critical HR sub-process is transformed and reaches and/or exceeds the newly obtained values. The proposed tools are based on two geometric principles - rotation and translation. From these two geometric principles, ten tools for improvement can be derived:

- ✓ acceleration;
- ✓ parallel execution;
- ✓ automation;
- ✓ delay;
- ✓ sequence change;
- ✓ unification;
- ✓ adding;
- ✓ insourcing;
- ✓ removal;
- ✓ outsourcing.

By applying one or more of the optimization tools, the process of HR process improvement is completed. The effectiveness of the optimization is checked with subsequent evaluation of the HR processes or with the next scanning of the environment.

CONCLUSION

This paper presents a concept that can be used for continuously improvement of the human resources management in company. Main activities of HR management (staff selection, job design, evaluation of work results, remuneration, training and staff development, creating healthy and safe working conditions, as well as the commitment and motivation of human resources and etc.) can be presented like a specific process

passes through the organization. Each human resource process can be visualized by a vector and improve by performance the stages, phases and steps described in the proposed methodology. The improvement process is divided into two logically related stages, each of which consists of a sequence of phases and steps.

The main advantage of applying this method is that it visualizes both the ongoing HR processes in the company and its sub-processes, as well as the goal of improvement, which is obtained after assess by senior management/external expert or after a signal from early warning system. In this way the observation is facilitated and the differences between the desired and the actual state of the existing processes are visualized. The dimensions according to which the optimization is performed can be m-number according to the specific need. The calculation procedures for determining the coefficients and their interpretation are also significantly simplified. It is possible to present the whole methodology algorithmically, which makes it possible to consider and evaluate all possible combinations in the values of the initial coefficients, the result coefficient and the vector describing the "absolute" goal of improving HR processes. In this way the integrity of the observation and representativeness of the defined conclusions are achieved.

The main disadvantage is that when increasing the studied dimensions of the processes, visualization will be difficult. Also, in the absence of information, the partial secondary vectors are "averaged". In some cases, these "averaged secondary vectors" deviate significantly from the real ones. This can lead to "distortion" of the obtained results and to obtaining erroneous conclusions.

The implementation of the indicated stages of the process of improving the HR processes leads to the achievement of effective and stable improvements. In this way the continuous updating of the chosen company strategy is carried out. Thus, the human resource

management will be more efficient than before and the company will increase its competitiveness.

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**SOME APPROACHES FOR LEVERAGE
OF SUPPLY CHAIN MANAGEMENT SYSTEMS FOR SMES**

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ABSTRACT

The main objective of this paper is to outline some approaches for increasing the efficiency of supply chain management systems for SMEs. Through examination of studies reported on the subject this research highlights the importance of implementation and improvement of performance indicators for establishment of good practices in the field of Supply Chain Management. This short review may help managers of SMEs that are interested in improving their business climate or students seeking to extend their professional knowledge to easily find main bullet points that would lead them to a better understanding on the subject. In this context, the paper discusses the possibilities for application of Supply Chain Management Framework, Supply Chain Operations Reference Model and Balanced Scorecard to SMEs as well as provides some explanation, guidance and the advantages of the methods.

Key words: *Supply Chain Management, SMEs, Performance Management Systems, SCOR, Balanced Scorecard*

INTRODUCTION

Daily business life of a present-day SME is dynamic, global and multidimensional while versatile information flows in a variety of ways because present-day companies have multiple products, customers, and suppliers whose performance needs systematic process management. Supply chain management systems offer the ability to process big data and can be applied as a tool for direct cost reduction as well as a prerequisite for increased customer satisfaction.

Without targeted supply chain management, SMEs are losing customers at the expense of companies that have implemented a supply chain management system. Greater dynamics in cooperation between SMEs in the supply chain require a more frequent assessment of the impact of changes in the relationships between the supplying SMEs [1] and the constituent business processes [2], while constantly forecasting the direction of change through an early warning system [3]. On this basis, timely correction of the logistics strategy should be made and the need to improve logistics processes should be identified.

One of the approaches to define the directions for improving logistics processes is the use of vector analysis tools. This provides an opportunity to identify the need for optimization of the logistics processes and sub-processes [4]. In this regard, it is necessary to use an algorithm for evaluation of the overall need for improvement of logistics processes [5], [6]. Subsequently, the

methods for evaluating subprocess improvement should be defined [7]. After selecting which processes will be subject to improvement, the optimal sequence of improvement of logistic subprocesses must be selected [8], and the impact of the chosen improvement method on the dimensions of each subprocess is to be assessed [9].

“SMEs owners need to understand that they have an untapped gold mine right in front of their eyes. It’s their supply chain management system.” [10]. Taking into account the significance of SMEs performance in the overall state of the economy in the country and in the Community it can be assumed that the increased focus on the supply chain management performance is relevant and the main reason for this research is to direct the interest to this aspect.

The first task of this research is to provide an overview of the supply chain management framework for SMEs. The second task is connected to the relevance of implementation of the combined supply chain operation reference-balanced scorecard method in order to maximize the efficiency of both.

**SUPPLY CHAIN MANAGEMENT
FRAMEWORK FOR SMES**

Supply chain management based performance systems find key application in improving SMEs business through diagnosis of their chain functionality and curation of the weak points of their strategic goals. Often the companies are tempted

to implement a huge number of performance indicators. However, focusing on a number of clearly identified and basic key indicators that are critical to the success of the company is much more efficient and helps to determine the true performance of the company and the symptoms of a trend presence. As a guidance the appropriate units of measurement are to be applied, the measurement objectives must be as close as possible to the organizational objectives, the balance between financial and non-financial indicators to be sought and each decision level to be measured [11].

Taking into account the extreme importance of the information quality and the information flows control that are vital for proper supply chain management one could relieve three additional key success factors that are essential in the development of an international logistics system: dissemination of innovation and experience, cooperation, flexibility. The design of the system for evaluation and selection of the indicators need to ensure a clear conceptual framework for its characteristics, hierarchy and structure. The rationality for the objectives of the supply chain and the motivation of its various participants must be known [12]. Researches show that the individual chain units do not maximize their own efficiency if their separate goals are independent one to another [13].

Supply chain management is often considered as a pre-requisite for the availability of conditions for optimization in a competitive market and for achieving rationality in the business. This also helps the maximization of the overall positive effect of the supply chain functioning through the joint efforts of all its elements. The successful selection of suitable indicators and criteria for assessment of the supply chain is a necessity for its complete integration in order to maximize its efficiency and efficacy [14]. Therefore, a number of conditions are put in place to meet the requirements – the indicators have to be comprehensive for all participants in the chain, they have to be difficult to distort and to formulate appropriate models that simultaneously measure the true organizational goals and their degree of fulfilment [15].

The literature identifies different ways of defining the supply chain performance management - from process-based mapping and analysis of complex networks [16] to focus on the third parties' cooperation in the logistics chain [17]. There have been classified 9 conditions necessary for the effective and dynamic evaluation of

the supply chain operation: implementation of cheap but secure indicators for the chain variables, availability of standardized protocols, big data communication systems, hardware and software, multilayer control systems, trajectory description for cost control, vendor response speed and flexibility, automatic payment systems, backup information systems to restore the data [18].

It is recommending the use of 6 parameters that cover all performance points of the supply chain in order to fulfil the criteria that the company stakeholders take into consideration: 1. Total chain value; 2. Level of service as a level of performance; 3. Turnover ratio of assets; 4. Customer service; 5. Cash-to-cash cycle; 6. Benchmarking [11]. The limited resources of SMEs indicate the critical quantities of quality and time that businesses should focus on in order to minimize losses and to ensure high levels of productivity. This is due to the lack of monetary security and reserves of SMEs, as well as the need for constant flows of fresh money to absorb the effects of short-term downturns [19].

The researches demonstrate that SMEs benefit from focused management of their supply chain through establishment of a framework for better monitoring of the chain elements and performance whose basal characteristics are founded on clear roles determination between all chain elements while sharing common business goals, openness and compatible business ethics.

The implementation of the chain is evaluated by a set of key indicators whose selection and targeting prevent their subsequent manipulation while being efficient, accessible, understandable and accepted by all chain units.

SUPPLY CHAIN OPERATIONS REFERENCE MODEL AND BALANCED SCORECARD IN THE AIM OF SMES' PERFORMANCE

As per Association of Supply Chain Management, former Supply Chain Operations Reference Council, the Supply Chain Reference Model is “the only supply chain framework that links performance measures, best practices and software requirements to a detailed business process model” [20]. The scope of The Supply Chain Operations Reference (SCOR) includes all elements of demand satisfaction and covers all operations carried out within the chain - from receiving primary signals for the initiation of an

order or an indication of an approximate one to a signal for a received degree of satisfaction (paid invoice, completed questionnaire).

SCOR is considered to assist businesses in two areas: 1. providing a structure that links business objectives to operational activities, such as understanding the quantitative impact of executing a "perfect order" on the revenue-to-expense ratio of the company's balance sheet; 2. applying a systematic approach to identifying, evaluating and monitoring the implementation of the supply chain [21].

There are 4 levels for designing the optimal SCOR construction: 1. Defining the scope and content of the SCOR model. Setting goals that ensure competitive advantage; 2. Configure the supply chain based on business-specific process categories. Operational objectives are implemented in the chain system; 3. Positioning the company in a competitive way: outlining the process, traceability of inbound and outbound flows, building a system of metrics to meet the goals, selecting and adhering to best practices. At this stage, the company fine-tunes its operations; 4. The company implements specific supply chain management practices, reaches a state of competitive advantage and is able to successfully adapt to dynamic business conditions [3].

The advantages of the SCOR model in support of small business management and its development are the provision of mechanisms for controlling and integration of all levels and aspects of the chain while placing the customer at the center of the chain. The implementation of the following guidelines is recommended: investigation of cause and effect -> involvement of all actors in the chain -> role allocation -> sharing of responsibility -> outlining desired goals -> pursuit of win-win situation [22].

Challenges to the implementation of the model include the need for specific definition of goals, combating skepticism, habits, denials, vicious practices, exiting the comfort zone through training and demonstrations to recognize the framework of all units. The complexity of building performance management systems is also linked to the presence of four factors and each factor being linked in a bidirectional way to others and to the system: the strategic policy of the participants in the chain [23], leadership [24], corporate culture and opportunities [18]. All factors simultaneously influence the implementation and functioning of the framework.

The challenge for SMEs is to find a way to be leaders in the chain through awareness, influ-

ence, understanding of the need for the framework, knowledge of corporate psychology and behavior, a clear picture of the weaknesses and deficiencies of the system.

The Balanced Scorecard (BSC) is a well-known method for evaluation of the company's supply chain management that is also applicable for SMEs as a strategic management system where limited capacity of staff, lack of specifically designed departments and job sharing is a prerequisite for a focus on operational activities and a loss of control over the achievement of strategic goals. The BSC is a performance measurement system developed to address the limitations of the use of traditional financial performance measurement systems [25].

Main characteristic of BSC is that it uses wide range of all-levels measures in order to establish a complete view over the company's performance that allows managers to have quick and complete picture of the situation [25], [26].

The BSC is a dynamic tool that can be used to introduce a company's strategy into practice [27]. The results of the financial dimension of the BSC are fueled by the results of the other three dimensions - market, internal processes and development through formation of cause-effect chains where each cause leads to a certain consequence, and the underlying consequence in turn is the cause of the next consequence.

It is stated that 'the Balanced Scorecard translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system' [26]. Additionally, the BSC has the ability to align the management processes and gives emphasis to the implementation of long-term strategy [25], [28].

The main difference between traditional evaluation systems and BSC is that BSC focuses not only on the optimization of existing processes, structures and methods, but also takes into account new processes, structures and methods, while gaining dynamism and innovation.

The BSC critics have identified as a major weakness of the model that causality is measured simultaneously and the time lag is ignored [29]. The lack of timeframes is a problem because the results of the measures occur at different times and ignore the factors of competition and technological advancement that would affect the corporate environment in this time range. One of the main drawbacks of the BSC model is the subjectivity that can be manifested in the choice of

indicators, that is especially pronounced in small businesses.

The principles of integration of the SCOR and BSC approaches aim to maximize the benefits of the strengths of the BSC approach and take advantage of its widely recognized benefits - providing in-depth analysis, its application as a training and development tool, parallel reporting of market dimensions and internal processes, causal chain tracking, outlining ways and direction to achieve business goals.

The SCOR-BSC framework begins with an understanding of SMEs' economic goals, investor expectations, the selected indicators, the allocation of roles in the chain and the sharing of responsibilities that distinguish the different decision areas in the model. For each decision area, the relevant processes define and classify the functions of planning, execution and enabling [22].

The main objective of the implementation of the integrated SCOR-BSC approach is to ensure the increased efficiency of the performance management systems and to correct the shortcomings of the classical BSC method [11]: The BSC does not provide a mechanism for dynamically securing the meaning of the defined indicators while the SCOR ensures full traceability and requires an approach that supports the comprehensiveness of the problem; The BSC fails to fully ensure the integration of hierarchical goals into the organization, hindering the implementation of the company's strategy while SCOR defines in detail the types of processes and configures them in a way that meets the requirements of the supply chain; The BSC fails to implement a customer-centric development process in the chain structure while SCOR generates sufficient information to deliver exclusive tailor-made services.

The development of the SCOR-BSC model for SMEs is successfully applicable for organizations from various branch affiliates where upstream supply chain and financial flows are critical while the enterprise is experiencing varying kinds of customers' and suppliers' expectations. The model is specifically favorable in cases where the prime challenges are to maintain the export quality, reduce delivery lead-time and improve upon work-in-process inventories. When the organization is operating on a very small scale and survival is mainly dictated by a large customer then the SCOR-BSC model comes on focus to leverage their supply chain performance.

CONCLUSIONS

The analysis of the possibilities of application of the considered approaches can help the SMEs business towards understanding their logistical weaknesses and to optimize the work of the chain in the direction of cost reduction and improved quality of the offered product.

SMEs are required to reflect on the necessary changes in the field of IT, organizational structure and performance management.

The planning of logistics processes refers to the coordination of all ongoing transformation processes such as transportation, transshipment and storage.

However, it is not possible to clearly divide logistics solutions into configuration-related or coordination systems as the two decision areas are interdependent and therefore the chain planning and the relevant flows need integration [29].

A thorough understanding of the specifics of the presented approaches supports the SMEs managers in carrying out a relevant assessment of their applicability and combinability.

The achieved desired synergistic effect derives from the proper implementation of the methods' principles.

The objectivity and knowledge about the current situation of the company's environment and about the degree of deviation from the desired standard model that was set in the strategic goals determine their timely achievement.

Through a process approach and constant adaptation to environmental changes, flexible and purposeful management is achieved.

The application of the supply chain performance management principles presented above is possible thanks to the practical and applied basis of their characteristics and their efficiency for achieving a positive trend of the SMEs presentation.

ACKNOWLEDGMENT

This research was supported by Prof. Dr. As. Zlatarov University, Project NIH 435/2020

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SOCIO-ECONOMIC IMPACT OF THE WORLD PANDEMIC COVID-19 ON BULGARIAN TOURISM

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ABSTRACT

At present, the world is on the verge of the biggest economic downturn since the Great Depression in the 1930s. New market economies and poorer countries are more affected by the Corona virus as their economy is hit by the measures they have taken themselves - they lose production from a smaller base, are affected by capital outflows, and by money transfers of families abroad. The International Monetary Fund forecasts a decline of the Bulgarian economy by 4% this year and 6% growth next year. "In the next year and a half, tourism and the hotel industry must be protected - there are no benefits from mass bankruptcies," said the fund President Kristalina Georgieva. [2]

The World Tourism Organization has published recommendations to mitigate the socio-economic impact of the COVID-19 pandemic and to speed up the recovery of tourism. The recommendations are divided into three groups: First group - Crisis management and mitigation; Second group - Creating an incentive to accelerate the recovery of the tourism sector; Third group - Preparing for tomorrow.

IATA recognizes deposit vouchers as a legal form rather than money refunds between a ticket buyer and an airline. IATA will manage these vouchers in the BSP system as regular tickets. According to IATA, such a decision removes the pressure currently exerted on all airline ticket vendors and replaces reimbursement vouchers in a time airlines are forced to save money to continue operations.

Tourism is a priority sector for Bulgaria. There are about 250,000 people directly employed and with satellite professions, the number exceeds one million. The National Tourism Council predicted that tourism needed strategic change and economic support. For example, to revise the visa policy; to abolish visas for citizens of the Russian Federation; to introduce subsidies for companies providing tourists for the resorts; to assist Bulgaria Air.

The current report examines the economic and, in particular, the social impact of the Covid 19 pandemic on the Bulgarian tourism industry. The author also offers specific suggestions for overcoming the crisis situation and the future development of the tourism industry.

Key words: *tourism, Bulgarian tourism industry, impact, Covid 19, socio - economic effect.*

INTRODUCTION

Bulgaria has been, is, and will always be a tourist destination. The share of marine, summer and mountain, winter tourism is predominant. At the same time, alternative types of tourism are being successfully developing in the country - cultural, eco, rural, adventure, culinary, wine, festival, sports, health, with its subspecies - balneology, spa and medical.

Our country has a strategic geographical location, located on the territory of Southeastern Europe in the Northeast of the Balkan Peninsula, fulfilling the role of a crossroad between the East and the West and between the North and the South.

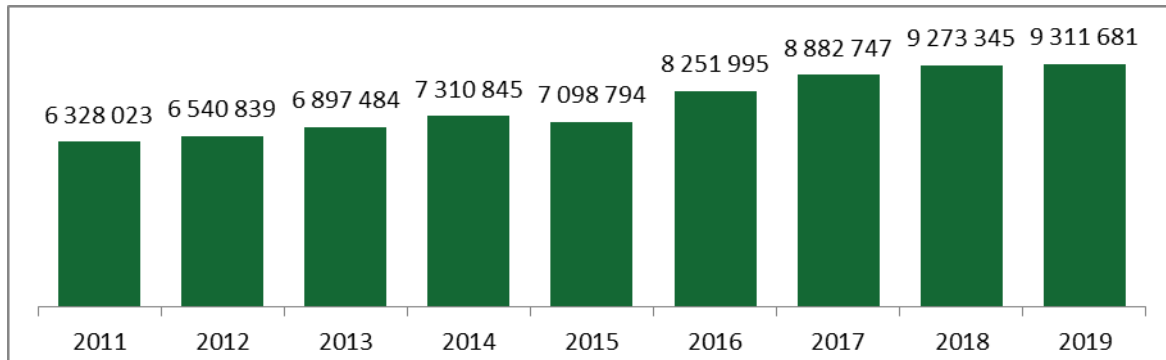
Due to the natural and historical diversity within a relatively limited area, Bulgaria has significant potential for tourism development, expressed not only in the availability of unique natural and anthropogenic resources, but also mostly in qualified tourist personnel.

TOURISM - A PRIORITY SECTOR OF BULGARIA

Tourism is among the national priorities for the Bulgarian economy and forms nearly 12 percent of GDP and 11 percent of employment in the country. It is closely linked to the development of transport infrastructure. [3] The data in the following table shows the ascending development of the industry in the last 9 years.

In 2019, the total number of tourist visits of foreigners in Bulgaria was 9,311,681. The **Fig. 1.** Tourist visits of foreigners in Bulgaria

growth compared to 2018 is 0.4%. [4]



Source: NSI

For the period January - November 2019 the revenues from inbound tourism amount to over 3.6 billion euros, as the growth compared to the period January - November 2018 is 0.02%. Comparing the data for the period January - March 2019. and the same period in 2020 it becomes very clear that there is a significant reduction in the number of tourist visits, although the state of emergency in Bulgaria was declared on 13.03.2020, i.e. almost at the end of the

winter season. Exactly during these two weeks, during which the industry froze, this significant outflow was registered.

For the period January - March 2019 the total number of tourist visits of foreigners in Bulgaria is 1,192,497. For the period January - March 2020 the total number of tourist visits of foreigners in Bulgaria is 1,063,599. The decrease compared to the period January - March is - 10.08%.

Fig. 2. Tourist visits of foreigners in Bulgaria in the period January - March (number)

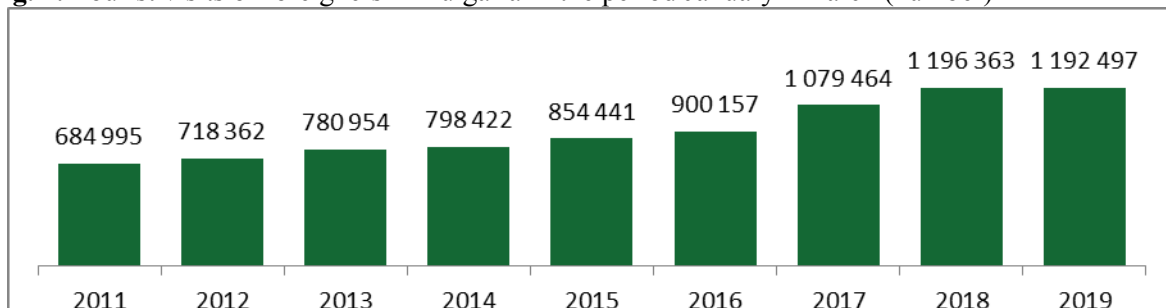
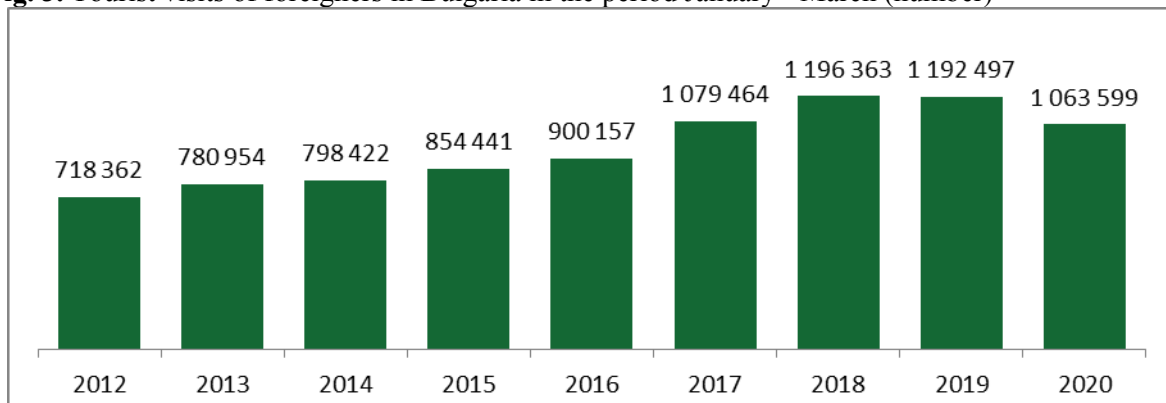


Fig. 3. Tourist visits of foreigners in Bulgaria in the period January - March (number)



THE COVID-19 PANDEMIC [5]

COVID-19 is a disease caused by a new type of Coronavirus, first identified in December 2019 in the Chinese municipality of Wuhan. From January 2020, the cases began to spread throughout Europe. By the end of February 2020, there had been a significant increase in the number of COVID-19 infected in northern Italy, from where the virus began to spread to many other European countries. On March 8, 2020, the first case of coronavirus was registered in Bulgaria. With more than 118,000 cases of the virus in 114 countries, on March 11, 2020, the World Health Organization declared the spread of the Coronavirus - a pandemic. In March 2020, Europe began to turn into the world's epicenter of the contagion. The pandemic has had a severe impact on both the health and quality of life of citizens and health systems in many countries. Due to the dynamics of the situation, the forecasts for the impact of COVID-19 on the world economy and the development of individual industries, countries and cities are constantly changing. Prompt, informed and coordinated response by the international community is key to managing the pandemic.

ECONOMIC EFFECT OF COVID-19 ON THE TOURIST INDUSTRY

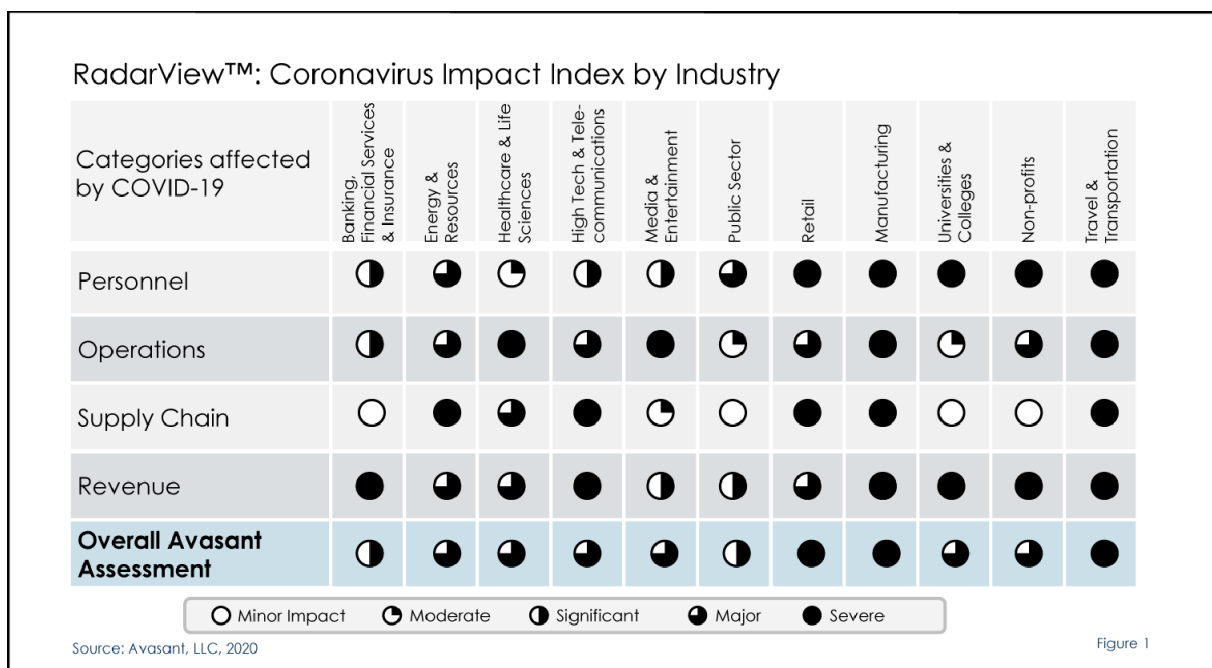
In 2019, the tourism industry is responsible for 22.6 million jobs, or 11.2% of the total EU workforce. In addition, it generates € 1.319 billion in GDP, or 9.5% for the EU economy.

While the overall EU economy grew by only 1.4%, the tourism sector showed significant growth of 2.3% over the previous year. The EU is the largest region in the world in terms of international revenue with the staggering 427 billion euros in 2019, representing 6.2% of total EU exports.

The EU's largest economies in terms of total tourism contribution to GDP were also revealed: Germany (\$ 347 billion), Italy (\$ 260 billion), France (\$ 229 billion) and Spain (\$ 198 billion). [6]

Figure. 4 below shows that the pandemic had the strongest effect over the tourism industry. The global tourism industry accounts for over 10% of world GDP. Currently, the travel and tourism business is facing losses that are unlikely to be recoverable. According to World Travel and Tourism Council, the COVID-19 pandemic could cost 50 million jobs worldwide in the tourism industry alone. It is estimated that 7 million of them are in Europe. After the end of the pandemic, it is expected that at least 10 months will be needed for the industry to fully recover.

Fig. 4. Index of the impact of Corona virus on industries [7]



75 million jobs in the tourism sector worldwide are at immediate risk due to the spread of the Corona virus, warns the World Tourism Council (WTTC). The estimated number is already 25 million more than the previous result from the study made just ten days ago. Global financial losses will be around \$ 2.1 trillion by 2020. The Tourism Council study shows that within the EU alone, 6.4 million jobs are already at risk and the losses that will be suffered, amount to about \$ 413 billion. However, this does not include lost jobs in the transport sector, which collapsed in an unprecedented crisis. In fact, there is no way that the most affected of all sectors is not transport, because never before in human history has the world been given the opportunity for such unprecedented mobility. [8]

Reflecting the impact of the COVID-19 pandemic, the European hotel industry reported unprecedented lows in March 2020, according to STR. [9] Here are the data on employment, average daily rate (ADR) and revenue per available room (RevPAR) for March 2020, compared to 2019.

March 2020 compared to March 2019

- Employment: -61.6% to 26.3%
- Average daily rate (ADR): -8.1% to EUR 96.13
- Revenue per available room (RevPAR): -64.7% to EUR 25.27

Employment and RevPAR levels are the lowest ever reported by STR.

COVID 19 AND BULGARIAN TOURISM

"According to estimates, about BGN 1 billion will be lost by Bulgaria from tourism during the one-month state of emergency that was imposed due to the coronavirus." [10]"The shadow of the coronavirus hangs over tourism - The first charter flight with Israeli tourists, which was planned to begin in April, is postponed by one month. The reason - security measures due to the spread of the new Corona virus, introduced by the Israeli government. " [11]

Many Bulgarians cancel their reservations at home and abroad. Demand is falling sharply as consumers reduce their costs. In the most affected industries, which are expected to be the services sector, including aviation and tourism, the number of corporate layoffs and bankruptcies increased in 2020 and led to an intensified economic downturn. The financial system is

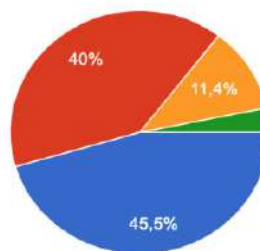
experiencing significant difficulties, but the overall banking crisis has been averted thanks to the strong capitalization of banks and the already introduced macroprudential supervision. Government fiscal policies are proving insufficient to halt the economic downturn. [12]

At the initiative of the Association of Tour Operators and Travel Agents (ABTTA), a business survey was conducted to assess the impact of COVID-19 on the tourism industry [13]

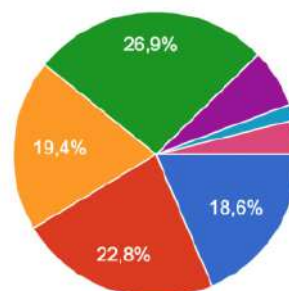
RESULTS OF THE SURVEY:

1. The company you manage is: 1056 respondents

- Place for accommodation – 45.5%
- Tour operator/tour agencies – 40%
- Restaurant – 11.4%
- Transport company – 3.1%



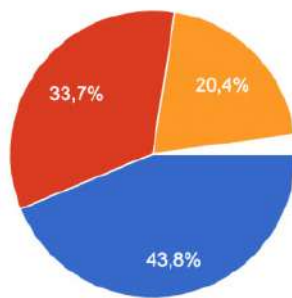
2. How has the turnover of your business changed in the period 01.02 - 10.03.2020 compared to 01.02 - 10.03.2019?



87.7% of the annexed or a total of 924 companies report a decrease in turnover for the period 01.02 - 10.03.2020 compared to 01.02 - 10.03.2019. 41.4% of the respondents report a decrease of 50% in turnover, and 46.3% report a decrease over 75% of turnover. The spread of Covid 19 is undoubtedly a force majeure

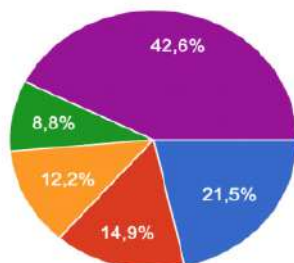
circumstance. In Bulgarian law, the legal concept of force majeure is insurmountable force. [14] This is an unforeseen or unavoidable extraordinary event that occurred after the conclusion of the contract. Thus, the COVID-19 pandemic could be qualified as a force majeure circumstance, insofar as its large-scale spread and the consequences it could not have been foreseen or prevented. Under Bulgarian law, even if there is no clause in the contract that foresees for what happens in the conditions of force majeure, there is a possibility guaranteed by law under the regulation of the said force majeure. A condition for invoking force majeure is extraordinary circumstances, ie. the spread of COVID-19 have occurred after the conclusion of the contract.

3. How do you expect your turnover to change by the end of May 2020 compared to your turnover in January-May 2019?



77.5% or a total of 818 businesses are already experiencing liquidity difficulties, with 43.8% of them reporting serious problems.

5. Does the company have to lay off staff?



57.4% of the responding managers or business owners in tourism plan to make

redundancies. Or a total of 606 companies plan to make changes in this direction.

ANALYZIS OF THE REZULTS

Most economic entities - tour operators and travel agencies are small companies, self-employed people who are not entitled to unemployment benefits, according to Bulgarian law. Larger tour operators have 20 to 50 employees. The monthly costs of each tour operator are on average up to BGN 20,000 (EUR 10,000). The costs for employment of an employee - for monthly remuneration, social, health insurance and tax, amount to BGN 2,000 (EUR 1,000). Legal entities face the responsibility to fully refund the prepaid and canceled travel packages to their clients. At the same time, the liquidity of vouchers is questionable due to the lack of clear state regulations and a Guarantee Fund in accordance with Articles 17 and 18 of the Package Travel Directive 2015/2302 / EU. Tour operators face the loss of their professional insurance and the threat of mass bankruptcy, leaving their customers without guaranteed compensation.

Hotels and restaurants suffer losses from canceled reservations, events and individual visitors for two months. Given that we are not in an active season, the planned and expected revenues were needed to retain staff and to cover current overheads. The amounts paid on early reservations are invested by hoteliers in preparation of material base, repairs and improvements. At the same time, given the lack of revenue and the desire of companies to maintain the management of hotels and restaurants, the cost of maintaining a minimum and retaining staff is 100%. The canceled reservations for the period 12.03-10.06.2020 (we can expect more cancellations during the season) are about 30 to 50% of the annual turnover of small and medium enterprises. The outflow from Bulgarian hotels is expected to be between 750,000 and 850,000 foreign tourists by June 2020 alone. Thousands of seasonal jobs are in question.

The profession of tour guide in Bulgaria is practically banned with the declaration of the state of emergency on March 13, 2020 and the ban on tourism by the Minister. Guides in Bulgaria fall into forced unemployment. According to the National Tourist Register, there are approximately 1,400 licensed guides and approximately 300 mountain guides. For about

80% of them, this activity is the only source of income. The guides have no chance for alternative employment, given that since March the registered unemployed in Bulgaria have exceeded 75,000 people. The guides realize one third of their annual income (between 2000-5000 BGN / 1000-2500 EUR) in the period March-May. Almost half of all tour guides and mountain guides are self-employed. About 40% work under seasonal employment contracts and there is no guarantee that they will be hired for this summer season. Over 80% of the tour guides in Bulgaria provide services to arriving tourists, and about 20% - to outgoing tourists.

In the sub-sector "occasional transport" operate about 1000 micro and small enterprises with a fleet of more than 10,000 buses and about 15,000 employees. It is a business and the only source of income for one or more families. Carriers are self-insured and are not entitled to unemployment benefits under Bulgarian law. Reducing working hours is also not an alternative for them.

Businesses have fixed costs that cannot be canceled or reduced in the current situation of complete lack of income. The monthly costs for one vehicle for insurance, parking and service, excluding those for fuel and tolls, amount to BGN 2,000 (EUR 1,000). At the same time, almost all companies have investment debts of over 150,000 euros, secured mainly by real estate mortgages. In addition, employment costs, including social security and taxes, amount to BGN 2,000 (EUR 1,000) per employee. Carriers and their families are at additional risk of losing their homes due to their inability to service these loans in monthly installments of between BGN 5,000 and 10,000 (2,500 to 5,000 euros). For a medium-sized enterprise in the sector, the monthly fixed costs are estimated at about BGN 30,000 (EUR 15,000). They are absolutely unbearable in the current situation. The only possible solution is to limit employment, which would reduce costs by only a third. However, there is a risk of a resumption of business once the restrictions are lifted, if the companies have not gone bankrupt by then.

CONCLUSIONS AND RECOMMENDATIONS:

Travel companies regulate staff salaries and costs to maintain their livelihood during this existential crisis caused by the coronavirus, putting staff commitment and confidence under

significant strain, says Global Data, a leading data and analysis company. The demotivated workforce will jeopardize the level of services provided, which in turn will affect the reputation, return on investment (ROI) and financial performance of the company. Freezing hiring, reducing working hours, reducing wages and, in some cases, redundancies are measures taken by companies across the sector. So far, staff adjustments are the most common actions taken by hotel and travel company management to ultimately reduce costs. [15]

The law on the state of emergency stipulates the measure 60/40, according to which the budget covers 60% of the insurance income and the social security costs for this part of the salary, and the remaining 40% is paid by the employer, turns out to be non-working for the seasonal tourism staff. This scheme is applicable only to the management teams, which, however, are only a very small part of the 250 thousand workforces in Bulgarian tourism. With satellite professions, the number of employees exceeds one million. Many of these people are already out of work, and their personal savings cannot guarantee their physical survival for more than a year without a job. [16]

The problem is that many of the people, left unemployed by the pandemic in the tourism industry will focus their potential on other sectors, and when tourism recovers, there is no doubt that they will not be able to rely on a large part of their qualified staff.

The spread of Covid 19 is the reason for canceling the largest tourist exhibition in the world - the one in Berlin. Tour operators dealing with inbound and outbound tourism have frozen activities. Some of the large hotels may not be open in the summer of 2020 due to the inability to fill their capacity. Another part of the hoteliers have started planned repairs and relied on the money usually transferred by March from the tour operators for the early bookings. For the most part, such payments did not take place due to fear of travel and canceled reservations. Not only is the upcoming summer season in question, the 2021 season is also in danger, due to the fact that the contracts were signed a year earlier, and no one is still sure how the situation in tourism will develop.

Nevertheless, I believe that there will be a summer season, albeit starting later, albeit shorter in compliance with the highest sanitary and hygienic conditions for tourists. The mini-season within July, August and September is a

completely realistic forecast after active advertising of Bulgaria and emphasizing the fact that the country is among the least affected by the virus. The tourist super structure in the largest resort complex in Bulgaria - Sunny Beach, can be safely used for rehabilitation of the surviving Corona virus, as well as for prevention.

The most important thing at the moment is for the state to support the tourism business by rescheduling loans and actively advertising markets for which Bulgaria is a real or potential receptive market. Businesses need stable and affordable financial support to meet current and future challenges. The sudden lack of liquidity is fatal for many segments of tourism, and adequate liquidity support is essential to maintain the viability of the sector. Many companies have investment debts that need deferred government guarantees to prevent the unbearable consequences of overdue monthly installments.

Apart from that, it is appropriate to draw the attention of Bulgarian tourists to the advantages of domestic tourism by purposefully emphasizing the good material and technical base, unique natural resources, low prices, good service and especially avoiding the risk of traveling abroad and possible problems that may occur in these uncertain times. By uniting the efforts of business and the state to prepare packages for rest-rehabilitation, as the business offers preferential prices and conditions, and the state - financing a significant part of these packages.

The Ministry of Tourism can purposefully use the created critical international situation and redirect the national tourist advertising to emphasizing the advantages of Bulgaria in the conditions of fighting the viral pandemic. Bulgaria is a country of herbs, of SPA, we have wonderful pulmonological resorts (among them Sandanski is at a supra-European level), where the consequences of diseases of the respiratory system due to the virus can be successfully treated.

A possible option is in the years to come for the state to emphasize on vouchers for medics and civil servants, as well as travel subsidies for school, student and retirement groups, groups of people with disabilities, as well as amateur ensembles and ensembles, which will quickly achieve promotion of national tourist sites, sustainable development of local infrastructure of all types and will ensure the recovery not only

of transport but also of the entire tourism industry.

Ensuring gratuitous and low-interest financing of investments in tourism is crucial for the sustainable development of the sector. Bulgaria has been making long-term efforts to establish itself as an attractive tourist destination. It is imperative to provide European investment funds or state funding in the sector to ensure the sustainable development and competitiveness of the industry at the international level. In the context of the above, the author believes that the state, through its power economic and social structures, is morally obliged to demonstrate high social responsibility by making decisions and implementing actions that increase the level of welfare and are in the public interest. An adequate social response, understood as a set of voluntary rather than coercive attitudes, decisions and actions that are altruistic, would be a response to what excites society, but for some reason this society cannot cope alone. [1]

Last but not least, we can use the fact that even at the moment, when a state of emergency has been declared in Bulgaria, the British edition of *The Sun* ^[17] ranks our country among the safest tourist destinations. This should be actively promoted and provoke a motive for visiting not only among English-speaking visitors, for which purpose special tourist air corridors can be built with maximum measures taken for hygiene and safety of tourists.

CONCLUSION

Tourism has been and will be. But from now on, tourist trips will be carried out with extremely serious security and safety measures. Tourists will increasingly pay attention to the clean environment. For both those offering and consuming a tourist service, the "price" factor will be of leading, though not the only, importance. Individual travel, small groups traveling by private transport will become more and more necessary. The airlines will drastically reduce the ticket price and the number of seats sold for organized tourism. The gradual return to a normal rhythm of life will take place in those tourist destinations that are the fastest to open their borders to their regular visitors and restore their transport connections.

The Bulgarian tourism industry is vital for the recovery of the national economy. Bulgarian tourism survives after the Chernobyl accident, after the global financial and economic crisis,

will survive after the global pandemic Covid 19. It is an indisputable fact that adapting the industry to the situation after the virus will be difficult, but Bulgarian tourism companies will soon be able to provide their needed workforce, to bring back the contingents of tourists and to stand on their feet with new business plans.

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The publication is under the project "Analysis of the opportunities for integration of medical and spa tourism in Southeastern region ", Department of NIH - 443/2020 at the University "Prof. Dr. Assen Zlatarov – Burgas.

MAIN ASPECTS OF CRISIS MANAGEMENT IN HEALTH AND RECOVERY ORGANIZATIONS

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ABSTRACT

Crisis management signification in organizations is highly relevant today, given the fact that it affects a number of social and economic processes and reflects the activities of the enterprise. The crisis, as a phenomenon, is characterized by a time deficit, an unexpected manifestation and the possibility of escalation. Regardless of its type, there is an element of confrontation with its provoking factors - natural phenomena, economic cataclysms, epidemics, terrorism, leading to significant destruction in organizations. It arises and develops very quickly, often without enough time to neutralize and restore the transformations in the functional development of the organization.

A number of measures, which focus on covering the entire process of controlling and overcoming the negative consequences of the recessions, in order to avoid the potential danger, contribute to the expansion and development of the scientific interpretation of crisis management.

The recreational services market needs to be implemented with appropriate management methods, due the adverse effects of economic reforms affected by the impact of the COVID - 19 pandemic reinforce in order to help preserve the competitiveness of health and rehabilitation organizations. The effective crisis management, a consequence of the coronavirus, through rescue plans for its resolution in economic terms, create conditions business stabilization and employees motivation.

Health centers for prevention, treatment - rehabilitation and recreation, as objects of health tourism, have many specific functions, for the implementation of which it is necessary to create management mechanisms and strategic approaches, interconnected and consistent with environmental factors. Their unstable viability due to the severe recovery from the COVID-19 pandemic crisis necessitates situation analysis, proactive behavior management, rescue scenarios and urgent management decisions in line with unprecedented economic and social conditions.

Key words: *Crisis management, health and rehabilitation organizations, COVID 19*

INTRODUCTION

The relevance of the topic for the management of crises in organizations stems from the fact that they occur often in economic processes reflecting directly and indirectly on micro and microclimate of the enterprise and its activity.

In the presence of unexpected factors of instability followed by necessary changes, management must adopt a proactive or reactive position of behavior. The latter should be subject to systematic control. The appearance of a complication in the work cycle of the enterprise leads to a loss of its stability. As a result of coordination absence, a degree of disintegration in the team is caused. Through proactive actions, with pre-developed crisis scenarios and plans to deal with the situation, management can make the right management decisions based on the accumulated organizational competencies for reintegration.

The health centers for prevention, treatment and rehabilitation, have specific functions, for the implementation of which, in case of potential crises, it is necessary to improve the management mechanisms and strategic approaches, in accordance with the environmental factors.

Their volatile viability due to the severe recovery from the COVID-19 pandemic crisis imposes situation analysis, proactive behavior management, rescue scenarios and urgent management decisions in line with unprecedented economic and social conditions.

PARAMETERS OF THE CONCEPT OF "CRISIS"

The term "crisis" comes from the Greek: "krisis", which in its general sense is unsustainable, unstable moment, destructive for strategic purposes. Some authors define it as a stage in the life cycle of the enterprise, which leads to unfa-

avorable development of entrepreneurial potential, a radical change in the market position and a decrease in its liquidity.

Other authors - as an unexpected situation, with high potential for negative consequences for the company, imbalance, affecting the achievement of strategic goals. There are also opinions linking the crisis in the company with an imbalance between it and the external environment, as well as between its internal systems.

Velchev defines the concept of "crisis in the enterprise" as a state in which there may be sudden and serious adverse consequences arising from the behavior of the organization itself or from external conditions. As a result, there are significant difficulties in the functioning of the organization and in its operational activities. By analyzing the critical values of the parameters that describe the state of the organization, the presence of a crisis is identified in quantitative terms.[4]

The Institute of Crisis Management (ICM) defines the concept as a significant violation of the normal activity and rhythm of the enterprise, destructive to its existence. According to PCM, the crisis is caused by:

- Unforeseen force majeure circumstances;
- Technical issues;
- Human errors;
- Managerial decisions. [2]

Based on these influencing factors, three main types of crises can be identified:

- crisis of military-political nature - the processes related to military conflicts with different intensity.

- domestic political crisis - processes related to unsustainability and insecurity in the country, concerning the public interests.

- crisis, as a result of force majeure - natural disasters, epidemics, industrial accidents, terrorist acts and others.

Regardless of its type, there is always an element of collision with its provoking factors - natural phenomena, economic cataclysms, epidemics, political reforms, terrorism. It is characterized by time shortages, unexpected manifestations and the possibility of escalation, leading to significant destruction in organizations.

Velchev believes that the key to the survival and recovery of the company is the preliminary diagnosis and timely management of the crisis. Systematic, targeted and timely management intervention is needed to stabilize the crisis and take action from possible alternatives to overcome it. [4]

The unprecedented situation with the coronavirus requires the rapid adaptation of health and rehabilitation enterprises to the new situation. Force majeure circumstances and changes occurring from the outside are unpredictable, which proves to be a barrier to strategic planning. Building rescue scenarios of measures is one of the guarantees that recreational organizations will preserve their business and "restart" it, maintaining their activities. [5]

DEVELOPMENT OF CRISIS MANAGEMENT

The term "crisis management" is attributed to US President John F. Kennedy, who first used it in 1962 during the Caribbean crisis. In the following decades, this term was introduced into NATO terminology and was practically a tool for managing military crises throughout the Cold War. It is increasingly entering other spheres of life due to the interdependence of the economies of individual countries sensitive to unexpected shocks - natural disasters, population migration or serious environmental pollution.[1]

Crisis management in the business enterprise is a set of solutions, approaches, operations applied by a crisis team, in order to adequately and smoothly emerge from recession. The negative consequences can be life-threatening, so attempts are made to eliminate them and bring the company back to its original state. Given the dynamics of the sector in the field of recreational services, the time horizon in which the strong stage of the crisis will manifest itself must be foreseen. This period must be consistent with the long-term and medium-term strategic objectives of the health and rehabilitation organization. Minimizing the reaction time determines the deepening of the consequences and concerns the stopping of the destructive transformation through the appropriate stabilization techniques.

Recognizing the crisis is a very important component of the whole process of managing it. The procedure is done through an early warning system for the identification of signals from the external environment. [6, 7] For the purposes of the method, a preliminary description of the nature of the causes of the crisis is needed. Part of the analysis is the potential reaction of the affected parties, which is guiding for the implementation of rescue measures. The risk must also be commensurate with the direction of development and the intensity of the crisis. The parameters of the manifestation of the crisis can vary

from zero to maximum values and determine the degree of threat to the organizational system. It is recommended the recognition to be implemented in the practice of the enterprise as a permanent process that conducts prevention of potential dangers of crisis.

- *Symptoms of crisis,*
- *identification of its occurrence,*
- *activation of a crisis team,*
- *stopping the crisis development,*
- *analysis of the reasons for its occurrence,*
- *construction of rescue measures for overcoming,*
- *realization,*
- *self-assessment and analysis, training.*

The success of these procedures also depends on the synchronization of the methods of implementation of the crisis plan with the organizational culture. Dialogue in the work environment is a key factor in development. The free exchange of information is a generator for creating unanimity, synergy and high efficiency in the team in dealing with the crisis. A single solution is important so that people can work as a team, feel involved in common goals and objectives and unite to achieve them. Fundamental is the feeling of trust in the management and in its ability to cope with crisis situations and difficult moments for the organization.

MAIN ASPECTS OF THE CRISIS PROCESS

Depending on the phases of the crisis, its management can be preventive, current or ex-post, with the overall goal remaining to limit the consequences of resolving it. Accordingly, there is a system of pre-crisis measures, effective crisis management, post-crisis initiatives and conclusions.

The crisis process goes through several phases:

1. Period of potential danger - the crisis does not manifest itself in any way, the reasons for its future occurrence accumulate;
2. Quiet phase - there are signs of crisis phenomena, it is possible to recognize them and take measures to prevent them;
3. Strong phase - full development of the crisis phenomena that affect the activity, interests and stability of the company;

4. Chronic phase - the crisis has a different intensity of development, the crisis phenomena subside, reappear or are gradually neutralized;

5. Exit - the result of the activity of the crisis team, ie. overcoming the crisis or destroying the functioning organizational system.

The effectiveness of the crisis process is characterized by the optimality of its management in its phases. In a strong phase, efficiency is characterized by an immediate, appropriate response, in the chronic phase of the crisis, the process consists of gradual, step-by-step management. An effectively managed crisis is considered to be:

- Crisis with short-term consequences;
- Crisis with a lightning-fast course of its strong phase;
- Crisis with a rapid course of its chronic stage;
- Crisis brought to balance and equilibrium of daily activities and work atmosphere.

The ability to recognize the symptoms of the crisis, through an early warning system, facilitates the process of developing a crisis scenario, as management can eliminate its causes in time.

The factors influencing its development depend on its nature and affect the corporate culture, strategy, mission and vision. It is important to characterize their significance, objectives, scope and key components. Internal factors of influence are related to: market stability of the organization, professional experience, internal flexibility of the company (management practices, organizational decisions, innovations, technologies, staff qualification), degree of risk, organizational culture and behavior (teamwork, ethical norms, loyalty, informal relations), clear and adequate management decisions during the crisis.

The external factors of influence include: customer profile, intermediaries and trading partners, political influence, legal and regulatory influences, entrepreneurial climate of the region, interest of public institutions, speed of market feedback, strength of competition, consumer behavior of customers.

Frank Rosellibe, director of the Institute for Crisis Research at the University of Kiel, believes that a number of measures that focus on covering the overall process of managing, controlling and overcoming the negative effects of recessions, contribute to the development of scientific interpretation of crisis management. According to him, good crisis management is due to decentralization and therefore competition between the various crisis headquarters (when it

comes to a pandemic, for example), as a number of specialists and services are looking for a solution to the problem at the same time and so are more likely to the best solution to the crisis.

CRISIS MANAGEMENT IN HEALTH AND REHABILITATION ENTERPRISES – CRISIS SCENARIO AND CRISIS PLAN

A number of theories for crisis and risk management in the turbulent environment of the recreational services market are becoming increasingly relevant due to threats related to economic instability, terrorism, epidemics and others. in the provision of comprehensive health and tourism care. Medical and health and recreation centers for prevention, as objects of health tourism, must implement management decisions, mechanisms and strategic approaches, corresponding to the complex economic and social conditions related to the crisis. The volatile situation of the COVID - 19 pandemic creates a state of severe recovery and requires permanent, proactive behavior to manage the consequences, through crisis plans that reflect on the ability to survive. Health tourism companies will have to regain market power through the introduction of new technologies, effective marketing, supportive pricing policy, introduction of the system of health vouchers - for prevention and rehabilitation, additional health insurance and more. In the management practices of some of them appear problems related to the lack of effective methods and mechanisms for ensuring and assessing their competitiveness in modern economic conditions. The adverse effects of economic reforms, affected by the impact of the COVID-19 pandemic, further reinforce the need to implement appropriate management methods to help preserve the resilience of health and rehabilitation organizations.

Indications of a crisis can be identified in the management environment of the recreation facility, as long as there is a skill for managers to think analytically in search of potential risks and the ability to open position in crisis situations. The procedure consists of the following steps:

1. Appointment of a crisis manager and a team of specialists contributing to the decision;
2. Familiarization with the situation, ensuring the flow of information and available resources by preparing the necessary equipment;
3. Development of a written crisis scenario and emergency action plan;

4. Considering them to management and all employees.

Depending on the undertaken crisis strategy, the recreational enterprise may develop variants of:

- scenarios for crisis situations that are unlikely and providing additional investments to increase security;

- contingency plans that are moderately likely and do not jeopardize the existence of the organization;

- crisis scenarios and crisis plans that can be life-threatening for the organization.

The algorithm for building a crisis scenario and crisis plan is as follows:

1. Identification of external and internal potential signals of danger in the enterprise;

2. Implementation of signals in the risk matrix;

3. Analysis of the causes of the crisis, fueling the crisis situation;

4. Building strategic bases for a written crisis scenario and plan;

5. Analyzing the current specific situation in a crisis scenario;

6. Development of a crisis plan.

The possible development of the crisis situation in time and space needs to be described in a crisis scenario that precedes the crisis plan and serves as a basis for its development. There is no standard, it is the basis of verbal crisis management and determines the role and positions of the crisis team, as well as the rules for their communication in a crisis. Includes:

1. List of managers at all levels of government who must be notified of the impending crisis and its parameters;

2. List of persons authorized to provide information to the public through media representatives;

3. List of the main media;

4. List of the crisis team.

There are three leading issues in creating a crisis scenario:

- What is the worst forecast and the most pessimistic development option?

- What negative consequences can the situation have on the organization?

- What follow-up measures will need to be taken after the crisis?

The crisis plan is defined as a set of procedures for resolving individual expected situations, which are assessed on the basis of a risk analysis. It contains specific solutions through a set of measures and actions, tools and methods

that contribute to managing a crisis situation. The contingency plan should be a short document containing all the information needed to deal with the crisis. Its important role is expressed in the clear vision and sequence of decisions and interventions to be taken, in chronological order.

Contingency plans provide crisis managers and management teams with the legal and administrative powers to act. These powers must be laid down in the relevant internal provisions and provide instructions for the conduct of appropriate emergency and emergency operations. They are a system for supporting crisis managers.

External and internal environmental factors that contribute to the company's entry into the crisis are included in the risk matrix. Each element of the whole crisis process must be analyzed as a time frame, the possibility of a crisis and the consequences for the company. The potential danger to the enterprise is illustrated by the crisis curve.

Possibility of a crisis :

<i>High</i>			
<i>Average</i>			
<i>Low</i>			

Implications for the company :

Negative life-threatening destructive

Fig. 1 Crisis matrix illustrating the forecast and degree of threat to the organization

A basic condition for the development of a strategic plan suitable for resolving crisis situations in the health and rehabilitation facility is a detailed and systematic analysis of all possible risks both inside and outside the organization. Adequate preparedness for activities related to supporting the process of recovery and recreation of people affected, for example, by the epidemic, must be ensured through specialized medical equipment, along with the prevention of respiratory diseases and the provision of laboratory diagnostic capacity. The emergency regime, which is related to the resolution of emergencies, applies to the entire recreational organization. Senior management is a leader in the preparation of crisis plans, and resolving most situations requires the participation of all medical and non-medical units in the institution. The crisis team must have a set of documents for operational procedures, describing the way of accepting patients and clients in the emergency situation in the recreational organization, as well as action plans, providing facilities and equipment. One of

these documents is the epidemiological plan of the health and rehabilitation institution, which determines the rules for managing the epidemic in the conditions of action in emergencies. The implementation of the epidemiological plan must take into account the limited material and intangible resources, as well as the time frame of the epidemic. Rescue acts also include the establishment of communication channels between the units, specially developed to deal with the pandemic, to develop a periodic assessment of crisis plans. The clearly formulated crisis plan for implementation in successive actions, the correct notification from truthful sources of information achieve trust and control against the unknown. In addition to the necessary crisis documents related to the administrative management of the crisis, means and methods for strengthening the recreational health care system are included. [3]

The proactive behavior of the management, the preventive policy to ensure the long-term sustainability of the enterprise are essential for its survival in a pandemic environment. Early illustration of crisis changes and preliminary actions for them can form a comparative characteristic between planned and actual values and reflect on the management of the reduced consumer interest in the demand for recreational services. As a method of preliminary analysis could be the compilation of a list of indicators that are directly related to the supply of products and services that are not affected by the crisis, e.g. recovery procedures after interventions. It is possible to focus on developing and maintaining new products and services related to the context of the epidemic. However, this requires the provision of financial resources, and often changes in investment plans.

PREPAREDNESS FOR CRISIS OF HEALTH CENTERS FOR PREVENTION

Crisis readiness of health centers for prevention is the ability to offer health and rehabilitation services to the population in crisis situations. An important condition in the preparation of the entire process of providing recreational services is the obligation to perform them by qualified personnel, in accordance with approved medical procedures laid down in our health legislation. The construction and professional provision of a health-restorative product must be in accordance with medical principles. A key act is for the crisis team to monitor all information channels (briefings of headquarters, statements of the gov-

ernment, the World Health Organization, the Centers for Disease Control and Prevention), whose decisions will reflect on the implementation of operational measures in the strategic plans. Given the dynamics of the activity, the seasonal nature and the constant changes in the demands of the users of health and rehabilitation services, the team of crisis management specialists tends to focus on radical transformation measures that bring visible results immediately to avoid potential danger. It is necessary to adhere to the mandatory for better efficiency:

- focus on solving crisis problems;
- transparency in decisions, cooperation and dialogue with employees;
- striving to minimize losses. [3]

The analysis of the symptoms of the crisis should be included in the crisis plan of the health and rehabilitation organization. The early warning system indicates dangerous signals in its environment, followed by information prevention about the consequences. Upon its occurrence, the authorized team has the function and capacity to adequately inform its employees about all measures taken in order to preserve the health of customers and the image of the organization. By responding adequately and in a timely manner to the current situation, raising customer awareness, the organization significantly affects the perceptions and microclimate in it. This contributes to the creative transformation. Practice shows that companies whose business is regularly affected by crises have been better prepared. Some energy companies, such as EON, will start taking preventive measures against coronavirus in late February. They direct efforts to the capacity of telecommunication systems, activate control cameras, cancel planned power outages so that customers are informed. Ensuring mandatory safety measures at the workplace, according to the crisis plan, also contributes to a calmer atmosphere in the company. Contribute to it and daily operational meetings, with a professional focus and a diplomatic approach to the fears of employees. An essential element in the health center for prevention, from a psychological point of view, is for medical and non-medical staff to know that they are going in the right direction, trusting the management competencies of management, its leadership ability to respond flexibly to unstable environment.

The post-crisis period accumulates analyzes and studies related to consumer demand and information about the current financial condition of the organization after the recession. If companies

are sufficiently prepared, they must stabilize economically, continuing their activities on prevention, recovery, prevention, rehabilitation and post-manipulative treatment. There are three stages: the company's response, recovery, which introduces new methods of activities that make the organization more sustainable and prosperity, in which the company returns to its normal existence, but more competitive and more efficient.

The initial stage of hopelessness and instability related to misinformation or excessive information should be immediately followed by a program to save the market parameters of the enterprise. It is necessary for the services in the recreational organization and the key clients to be sorted by priority, according to the importance and the channels for distribution of the whole product. Consumer categorization is related to the desire to meet the requirements of key customers as soon as possible. At the next stage, it is necessary to proceed with the program for the resumption of activities for the production of more important products or the provision of replacement ones. For example, the management of a sanatorium for the treatment of malaria and tuberculosis in Sunny Beach suggests that it be used by Bulgarian consumers as a base for rehabilitation of coronavirus patients. It is believed that the air in the complex is healing because there is a current with favorable ionization, which kills viruses and improves the functional state of the body. It has been proven, for example, the healing effect of negative air ions in bronchial asthma. In 1963, these respiratory diseases were very common in Bulgaria and the resort became a center for the treatment of people suffering from them. The base and medical equipment are good for both rehabilitation and prevention. This will help the development of health, in particular medical tourism, and the application of its healing and relaxation function, associated with the use of the beneficial effects of natural factors to maintain and restore the physical and emotional state of the body. In connection with the complicated epidemic situation and the state of emergency declared by the National Assembly of the Republic of Bulgaria, the hotels - between the mountains and the sea, are becoming extremely suitable for providing preventive and rehabilitation services, according to the company "Prevention, Rehabilitation and Recreation" EAD. The possibility for realization of SPA, balneal and health products and services in the program for prevention and rehabilitation of the National Social Security Institute, turns

out to be an effective way to offer a quality tourist product, at affordable prices. The specificity of the activities for creating the overall market product is related to the use of various natural and anthropogenic tourist resources, attracting a certain type of market segment and satisfying individual consumer interest. The traditions of our country in health tourism are deep, its roots are born on the basis of Thracian medicine, and the resort and medical resource allows extending the season due to the expanded medical indications. These circumstances, together with the preventive actions of the management and its timely response to threats from the external environment are sufficient to neutralize the crisis and to implement a quality recreational product, according to the climatic specifics of our country. Thanks to the good image, any organization with a health and rehabilitation character can go through the crisis more painlessly, due to the trust of clients in managing it at the organizational level and the measures taken to neutralize possible consequences for them.

CONCLUSION

Each crisis can be an opportunity for creative transformation in the direction of change towards improvement, sustainability and better development horizons. Expert assessment, specialized forecasting of crisis development and making appropriate management decisions are priorities for the crisis manager. He must create conditions for gradual or radical changes in activities, human resources, organizational structure related to managing and surviving the crisis. Management - to anticipate problems related to changes in internal substructures that do not change synchronously and in a balanced way. The reaction and adaptability to them, the prepared team of crisis management specialists are the key ele-

ments for the success and elimination of the consequences. The type of reaction, reactive or proactive to the coming crisis, depends on the extent to which the effects will affect costs, turnover, profit, company image, company strategy. For the full, future existence of the organization must create a creative space for change, stimulating staff, ethical organizational culture, striving to stay in the direction of strategic goals, generating and implementing rescue ideas and actions in times of global crisis.

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A STUDY ON STUDENTS' ATTITUDES TOWARDS PREVENTION OF SOCIALLY SIGNIFICANT ONCOLOGICAL DISEASES

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ABSTRACT

Oncological diseases are an increasing health and social problem, the cause of early onset of disability and high mortality across the economically active population. According to the WHO the promotion of health is a "process, which makes possible people to increase their control over their health, as well as improve and strengthen it", which requires an approach of complex care and services, adequate for the dynamically needs changing and realities and related with the modern aspects of the functions of medical specialists. The results of the survey show that people who were asked about their opinion are not concerned with the prophylactics of malignant diseases. Society permits the existence of harmful social conditions, which negatively impact large social groups. Effort must be invested into the education of medical specialists with knowledge and skills for promoting health, preventing socially-impactful illnesses, prophylactics of oncological diseases, education in healthy behavior and choices, performing health care for the support and improvement of the quality of life of every member of our society.

Key words: *oncological diseases, promotion, prophylactics, teaching students, quality of life.*

INTRODUCTION

Oncological diseases are an increasing health and social issue. Every year on a global scale there is an increase of cases by an average of 10 million. According to WHO data, by 2020 they will reach 15 million a year. Bulgaria takes first place with the highest standardised coefficient of mortality in the European Union of new neoplasms, which are also a part of the chronic NCDs (non-communicable diseases). These diseases are also the cause of early onset of disability and high mortality across the economically active population.

Some of the oncological diseases (breast cancer, cervical cancer, colorectal cancer, prostate cancer) are among the most common malignant formations and are classified in the National Health Strategy (H3C) 2014-2020 as socially significant.

Criteria for that are:

- high level of morbidity, mortality, disability in the population, especially people in active ages;

- They require a complex treatment with the use of expensive medication, use of high-tech processes and highly qualified specialists;

- They inflict significant social, economical and psychological damage to the individual, his relatives and close circle and society as a whole;

- They burden public funds and social services due to the continuous work incapacity and disability of the afflicted;

- They could be prevented through promotion of health, prophylactics of the diseases and healthy behavior of the individual;

Early detected and with timely complex treatment, some of the oncological diseases are fully controllable, with low occurrence of disability and low mortality. There are a lot of examples with full recovery.

Figure 1 depicts the number of detected socially-significant oncological diseases in Burgas for 2015, 2017 and 2019 - according to official statistical data from the "Complex Oncological Center - Burgas" (see fig. 1).

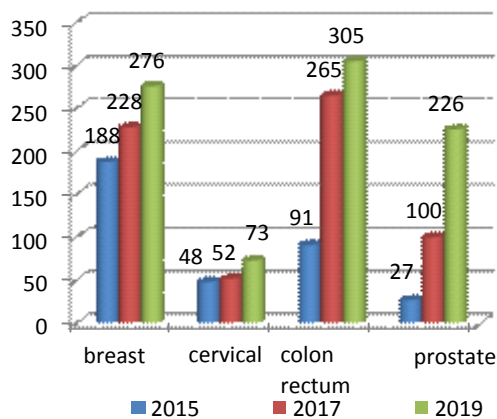


Fig. 1. Number of newly discovered oncological diseases by years.

In the National Health Strategy (H3C) 2014-2020 a national program for prevention of NCDs in Priority area 8 has been developed. Reorientation of the medical system towards prophylactics and prevention of socially-significant illnesses[4]. In the plan of action of the National Health Strategy for 2020, three priorities have been lined out, and Priority 3: Strengthening the capacity of the Public Healthcare " includes Policy 3.1 Promotion of health and prophylactics of illnesses"[5].

According to the WHO the promotion of health is a "process, which makes possible people to increase control over their health, as well as its improvement and strengthening", which requires an approach of complex care and services, adequate for the dynamically changing needs and realities and related to the modern aspects of the functions of nurses (mid-wives). In modern meaning, "health care" includes activities for preserving or nurturing back the health of the person, as well as its protection from diseases. From modern medical specialists it is required to provide highly qualified care for prophylactics on all levels.

Prophylactics (prevention, protection) - this includes all measures, taken to prevent the onset and/or development of an undesirable behavior, condition or events within a given population. The end goal of these measures is to prevent threats of illnesses, whose occurrence and increase in the future is possible. We can distinguish three levels of medical prophylactic activities:

- initial, primary - it relates for the whole population or a big portion of it; it encompasses

the earliest measures, targeted at reducing the occurrence or development of a given disease, for example - vaccination against a disease.

- secondary - targeted towards a specific part of the population with an increased risk of developing some diseases. It's goal is the early detection of the symptoms and treatment. This type of prophylactics is based primarily on carrying out prophylactic examinations (check-ups) - screenings and prophylactic examinations of the specific risk groups.

- tertiary - new education - targeted at chronically ill or people with disabilities and their families. It's goal is to prevent other unfavourable effects of the disease and is related with managing the implications of the disease and the quality of life of the affected.

To reduce the risk of disease it is necessary to aim towards two aspects of prophylactics and promotion of health:

- Societal - social engagement from the country, municipality and the whole population to reduce the risk

- Behavioral - when the reduction of risk depends on the individual and the choices they make for their health behavior.

The goal of the research is the assessment by the knowledge and attitude the students from the "Health Care" and "Medicine" tracks on the frequency of the socially significant oncological diseases and their prevention.

The subject of the research is the nurturing of a position in the students in health promotion.

The methods of the research: For the purposes of the research two methods were used:

- documentary-national and global documents related to the subject were researched;

- sociological - an anonymous survey was carried out; the data was processed; comparative analysis was done;

- statistical - the data was processed with Microsoft Excel and presented in a graphs.

Range of the research: 106 students

- From degree "Medicine" - 22 (20 women and 2 men)

- From degree "Nurse" - 58 (56 women and 2 men)

- From degree "Midwife" - 10 (10 women):

- From degree "Doctor's Assistant" - 22 (10 women and 3 men).

RESULTS AND DISCUSSION

During the first stage of the research we processed the statistical data, provided by "COC

(complex oncological center) Burgas”, where a tendency over the years of increased newly-found oncological diseases has been observed, as well as the increase of the hospitalizations, related to complex treatment of cancer. In men, the most frequently new registered cases are with prostate cancer, followed by colorectal carcinoma and on the third position - lung cancer.

The analysis for women showed the following: the most frequent cancer cases are breast cancer, followed by cervical cancer and third - colorectal carcinoma.

During the second stage of the research, an anonymous survey was carried out among the students from the Faculty of Medicine and the Faculty of Public Health and Health Care, studying in the bachelor programs "Medical Nurse", "Midwife" and "Doctor's Assistant" at "Prof. Dr. Assen Zlatarov" University, Burgas.

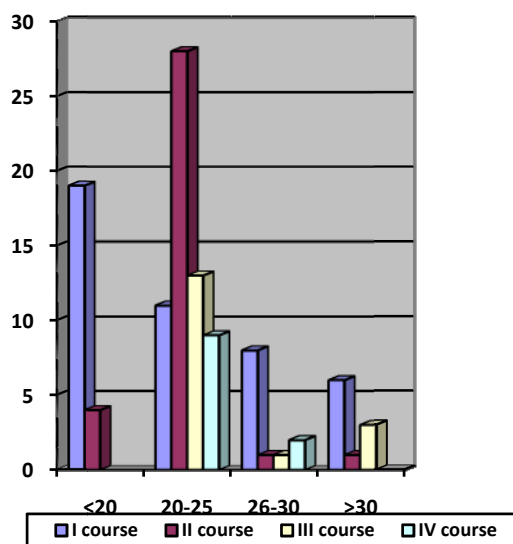


Fig. 2. Distribution of respondents by age and training course.

Concerning the question "Which are the most frequently encountered oncological diseases in men and which are in women?" all first-year-students show lack of information on the topic. No conclusion can be made, which follows the statistical data. The answers they give are primarily based on anecdotal evidence and observation, and not on academic education.

The students from upper grades (second, third and fourth) state the following:

With regard to men:

- prostate cancer 76,01%
- colon and rectum carcinoma - 12,14%
- lung cancer - 11,85%

With regard to women:

- breast cancer - 72,14%
- cervical cancer - 21,1%
- colon and rectum carcinoma - 6,76%

The carried out survey had the goal of assessing the students' knowledge of the prophylactics of the socially-significant oncological diseases. To the question "Are you aware of some of the methods of medical exams, during which an oncological disease can be discovered /colorectal carcinoma, breast /81,82%/ as diagnostic methods, without specifying more details for the imaging exams.

In contrast, the second, third and fourth-year-students answer competently, while the first-year-students again do not give specific or correct answers. They point X-rays and ultrasound and various prophylactic and screening methods for the prevention of oncological diseases. (see fig. 3)

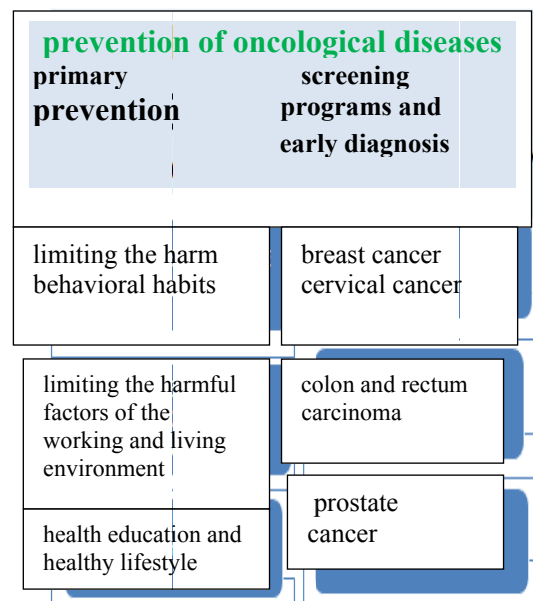


Fig. 3. Prevention of oncological diseases

76,12% of the respondents have pointed colonoscopy as a way of early diagnosis of colorectal carcinoma. 83,24% suggest the use of cytospin for the prophylactic method for cervical cancer; 86,12% think that ultrasound and mammography present an possibility of finding breast cancer; 62,31% suggest for the early diagnosis of prostate cancer the use of rectal douchin and ultrasound of the prostate, as

well as trans rectal biopsy and MRI. Only 8 of the surveyed (7.55%) have pointed out PSA (prostate-specific antigen) as one of the most painless and reliable methods when screening and prophylactic programs for prostate cancer.

- assistance in improving the legal regulations in the area of cancer treatment, through the research of other European countries in cooperation with similar patient organisations;
- supporting, unifying and coordinating the overall activity of its members in order to protect their legal rights and interests;
- supporting the socially disadvantaged, people with disabilities and people in need of care;
- supporting the social integration and personal realization, protection of their human dignity and their right to have a wholesome and normal lifestyle.

With actions in the direction of promoting and prophylactics there will be an increase of awareness among the risk groups for preventing and controlling cancer treatments [2].

For the needs of the survey on the students' awareness about the cancer prevention prophylactic activities, organized in Burgas Municipality, a question was asked - "Are you informed about any initiatives in Burgas, aiming to organize oncological disease prophylactics". From all the responders only 28 (26.42%) have responded, that they know about such initiatives. These are Nurse students in 3rd and 4th year, which in their extracurricular practice have visited "Cancer patients and friends" and have participated in the organized by COC-Burgas promotional activities. 35.42% think there are no prophylactic activities, and the remaining 38.16% admit they are not aware.

It is necessary to stimulate people to have an active position and a responsible attitude towards their own health. The aim is to challenge the individual to be an active participant in its protection, storage and treatment.

CONCLUSIONS

The results of the survey show that people whose opinion was taken, are not concerned with the prophylactics of malignant diseases, which is a low level of responsibility for their own health.

Prophylactics and prevention are a prerequisite for achieving the best possible personal outcome with socially-significant oncological diseases.

The protection and strengthening of health requires increasing the health culture of the population. With the strengthening of good personal health habits, a man can make a lot towards improving their health condition.

Society allows the existence of unhealthy social conditions, which affect negatively big groups of the population. We have to invest efforts and resources in the active carrying out of health education for the formation of healthy behavior in the individual.

We need to invest effort in the education of medical specialists with knowledge and skills in promotion of health, prevention of socially-significant disease, prophylactics of oncological diseases, education in healthy choices and behavior, administering health care for the support and improvement of the quality of life of every member of our society.

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This paper is funded by project - NIH-429/2019, Assen Zlatarov University-Burgas.

FOREIGN LANGUAGES FOR SPECIFIC PURPOSES AS A MOTIVATING FACTOR FOR THE LINGUISTIC AND PROFESSIONAL DEVELOPMENT OF UNIVERSITY STUDENTS

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ABSTRACT

The aim of this paper is to show that teaching foreign languages for specific purposes could be a motivating factor for students, encouraging them to devote time and effort to improve both linguistically and in their professional field. It views motivation as a complex psychological category and a significant driving force helping students achieve ambitious goals concerning their linguistic and professional competence. The paper includes a survey on the students' motivation for studying FLSP.

Key words: *foreign language for specific purposes, extrinsic motivation, intrinsic motivation, instrumental and integrative motivation.*

INTRODUCTION

In today's dynamic and open to communication world, the requirement of being able to use foreign languages for specific purposes is gaining importance. That requirement makes it necessary to organise university foreign language courses, which focus not only on the general linguistic competence but also on the specific linguistic competence of the students, equipping them with skills to use foreign languages both at their workplace and as an instrument for information and professional development in a certain field of human knowledge. This type of foreign language teaching, known as Foreign Language for Specific Purposes (FLSP) includes all university subjects, i.e. engineering, medicine, economics, etc. The methods of teaching foreign languages for specific purposes take into consideration the achievements of educational psychology. According to those, the effectiveness of learning considerably depends on the content of the curriculum, which should correspond to the needs and interests of the students. It is well known that people have various needs and interests, which put an imprint on their motivation and respectively on the effectiveness of learning. Courses addressing the professional needs are much preferred by the students because the latter find their content professionally relevant and useful. Foreign language teaching focused on the professional field is more

meaningful to the students, acting as a stimulus for increasing their motivation for learning and acquisition.

TYPES OF MOTIVATION FOR FOREIGN LANGUAGE LEARNING

It is scientifically recognized that motivation is a complex psychological category with a number of nuances reflecting people's goals. The main goal of some students is to use the language they are studying in their everyday work. Others want to use it for professional information, for communication with foreign colleagues or simply for raising their own competitiveness on the labour market.

As Hinson and Brown (2000) point out, motivation is an essential part of learning. According to them learning and motivation are equally important for achieving the goals. Learning helps students acquire new skills and knowledge while motivation encourages them to go through the course successfully. The genesis of motivation lies in the final goals, so the more conscious the latter, the stronger the motivation.

According to Harmer the goals of foreign language students can be classified as follows:

Short-term goals – when students pursue short-term success in the foreign language, i.e. passing an exam or getting a high grade.

Long-term goals - when students want to acquire the language for personal and professional purposes so that they could rise to a better social position.

Having analysed the long-term goals, Harmer (1991) and Arnold (1999) defined two main types of motivation.

Extrinsic (external) motivation, aiming at external goals which can be rewards and achievements, featuring finding a good job, gaining respect and climbing the career ladder.

Intrinsic motivation, which is actually internal or personal, being the result of emotional and intellectual factors. That kind of motivation is characteristic of students who enjoy the process of studying and see it as a reward in itself. They like the language they are learning, the native speakers, the curriculum, the classes with the teacher and their classmates. The intrinsic motivation is a desire to work and progress in the foreign language whilst getting emotional and intellectual rewards such as pleasure and personal satisfaction.

According to Saville-Troike (2006) one of the basic motivating factors for learning a foreign language are the opportunities for using it as an instrument for career development. That kind of motivation, which she calls instrumental motivation, is fostered by long-term practical goals, i.e. using the foreign language for professional fulfillment. Students realize that the foreign language paves the way to their professional ambitions and brings long-term benefits. In other words, the instrumental motivation, as described by Saville-Troike, is very close in essence to the extrinsic motivation, defined by Harmer and Arnold.

One of the subjects of the scientific interests of Krashen (1988) is the so called integrative motivation. He thinks that the source of this particular kind of motivation is the desire to belong to the prestigious society of people, who have mastered a foreign language. This kind of motivation has its roots in the feeling of satisfaction of being able to communicate with colleagues, who speak the language and sometimes includes emotional factors such as liking, feelings of respect and admiration. As the integrative motivation has a sort of emotional charge, giving people personal satisfaction, we can conclude that the integrative motivation is a kind of intrinsic motivation.

Having been through these scientists' points of view, we can briefly summarize that the integrative and the instrumental motivation are components of the intrinsic and extrinsic motivation respectively, stimulating students to make an effort to study a foreign language for

communication both on everyday and professional levels.

In order to achieve that goal a number of universities worldwide offer their students foreign language courses for specific purposes (FLSP) with the idea of educating competitive young people for the labour market.

FLSP AS A MOTIVATING FACTOR FOR RAISING THE INTEREST IN THE FOREIGN LANGUAGE AND IN THE MAIN UNIVERSITY SUBJECT

What makes the teaching of FLSP unique is actually the nature of the courses which integrate linguistic competence with the students' main subject. Considering the professional needs of the learners, textbook authors and teachers outline the scope of the linguistic skills which are the most necessary for a certain university degree. Afterwards the course is organized according to that analysis. For example, reading skills are very important for students doing engineering and medical degrees as they would need those for reading scientific literature. For students doing Tourism, speaking skills are extremely important because in their future jobs they will meet foreign citizens face to face.

As we have already said, the specifics of the FLSP curriculum lie in the combination of foreign language instruction with the main subject instruction. That approach is strongly motivating because it helps the young people see the potential of the FLSP for expressing the content of their main subject. Consequently, the learners come to realize that they could use that particular linguistic competence for the study of their main subject - economics, computer science, medicine, engineering, etc. Moreover, the teaching of the main subject could be stimulated and assisted as the students rediscover the already familiar professional content in a new light, i.e. in a foreign language context. The students can see how the specific information of their subject is expressed in the foreign language by means of its grammar and vocabulary. This experience works towards increasing the motivation to study the FLSP as the students find out and get convinced that they really need specific linguistic competence in order to access the information they need and ultimately achieve ambitious professional goals. In this way they understand that the FLSP is a powerful instrument for career development. The teacher can make full use of the students' knowledge in their main subject and turn it into a catalyst for

specific language acquisition. Working not only with textbooks but with authentic texts as well, the students acquire the language in a professional context. In other words they encounter language full of professional meaning and as it is well recognized when the focus is on the meaning the linguistic structures sink much deeper into the subconscious and get acquired. That experience is highly motivating and rewarding. It revives the interest in the potential of the FLSP thus inspiring desire for learning even more of it

In conclusion we can summarize that the FLSP helps with the teaching of the main subject while the latter on its part could act as a stimulus for acquiring even more of the foreign language. As a result both the instrumental and the integrative motivation become stronger with the students. The learners experience the potential of the foreign language as an instrument for professional development because in the process of learning they realize that the FLSP can give them access to the latest scientific information and up-to-date knowledge. That works towards increasing the instrumental motivation. On the other hand, the students realize the integrative potential of the FLSP as it equips them with skills to communicate with colleagues worldwide. That gives boost to the learners' integrative motivation because they come to feel they belong to the prestigious society of professionals in their field.

SURVEY ON THE MOTIVATION OF THE SUDENTS DOING FLSP

Having taught English for Specific Purposes for a few years at Assen Zlatarov University in Burgas, I decided to do a short survey to assess the motivation of some students, doing Tourism. The first part of the survey, (Table 1), is aimed at checking the intrinsic integrative motivation, i.e. the personal and emotional attitude to FLSP.

Table 1

Statement	Yes	No	I am not sure	Number of Participants
I like the foreign language I am studying.	18	1	1	20
At that stage of learning I would choose to do FLSP.	18		2	20
I find the classes in FLSP useful.	17	1	2	20

My goal is to communicate on a professional level with native speakers and colleagues worldwide.	18	1	1	20
I find it difficult to study FLSP.	3	11	6	20

The second part of the survey, (Table 2), is aimed at assessing the extrinsic instrumental motivation. The idea is to check how important are the external achievements and rewards to the learners.

Table 2

Statement	Yes	No	I am not sure.	Number of Participants
Nowadays it is vital to be able to use FLSP.	19		1	20
The FLSP will be a requirement for my job.	17	2	1	20
I want to get good grades at the end of the course.	18	1	1	20
I think the FLSP will help me get a good job.	17	1	2	20
The FLSP will gain me respect in society.	16	2	2	20

The results from Table 2 show that 95% of the students think that in the contemporary world it is important to be able to use foreign languages for specific purposes and 85% realize that this particular competence would help them find a better job. A high percentage of the participants, i.e. 80% think that the FLSP would gain them respect in society. Considering the above results we can conclude that most of the learners do have extrinsic instrumental motivation.

Looking at Table 1, we find out that 90% of the participants have intrinsic integrative motivation because they like the language they are learning and would choose to join a FLSP course. The same percentage would like to learn to communicate with foreign colleagues on a professional level and 85% of the interviewed enjoy the classes. For more than half of the

learners, i.e. 55%, the FLSP is not difficult, however, 15% have some problems in the process of learning. Another 30% are doubtful about the level of difficulty they experience. Summarizing the results we cannot make an explicit conclusion about which type of motivation is predominant with the students. What is good news, however, is that the learners are very positive about the course and have clear goals. The survey also reveals that some students (15%) have difficulties studying FLSP so it is a good idea to organize groups for advanced, intermediate and elementary level learners and carefully choose the most appropriate teaching content for each of them. That approach has already been applied at Assen Zlatarov University in Burgas with the students studying English because their greater number makes it possible to split them into learning groups of similar linguistic competence. In order to facilitate the young people in their FLSP courses the teachers not only use the latest textbooks available on the market but also become authors of their own textbooks compatible with the specific needs and goals of the learners. That approach makes learning more successful as the students feel they are presented with linguistic material corresponding to their level. The process of acquiring the FLSP becomes smooth and rewarding, consequently raising the students' motivation for learning and improving their own linguistic competence.

CONCLUSION

Finally, we can conclude that teaching foreign languages for specific purposes has the students' support and positive attitude. The learners realize that the FLSP is a big investment in their future careers. That particular realization works towards reviving the interest in the foreign language, charging the young people with loads of motivation. In the course of learning their motivation gets a big boost because the students experience the positive impact of acquiring the useful skills, which would eventually pave the

way to their final goals. The future specialists feel much more confident and prepared to follow the latest achievements in their professional field by reading specialist literature, by communicating with foreign colleagues and by making use of the opportunities to work all over the world.

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Assen Zlatarov University
ANNUAL, Vol. XLIX, BOOK 2, 2020
SOCIAL SCIENCES

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Design and layout
Libra Scorp Publisher
www.meridian27.com

Printed in M&BM Ltd.
www.mbm-bg.com

Edition of
Assen Zlatarov University
www.btu.bg

ISSN 2603-3976

BURGAS, 2020

ISSN 2603-3976



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