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ТЕМАТИЧНО НАПРАВЛЕНИЕ: БИЗНЕС МЕНИДЖМЪНТ THEMATIC AREA: BUSINESS MANAGEMENT

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УСЪВЪРШЕНСТВАНЕТО НА ОРГАНИЗАЦИОННАТА ДЕЙНОСТ НА ТПК – ВЪЗМОЖНОСТ
ЗА ПОСТИГАНЕ ЦЕЛИТЕ НА СТРАТЕГИЯ „ЕВРОПА 2020”

**THE IMPROVEMENT OF THE ORGANIZATIONAL ACTIVITY OF THE CREDIT WORKING
COOPERATIVES – AN OPPORTUNITY TO REACH THE GOALS OF THE STRATEGY “EUROPE 2020”**

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Credit Working Cooperatives /ТПК/ are one of the main actors of the social economy in the EU which contribute to find solution to many economic and social problems of a substantial part of the Bulgarian population and to implement the priorities of the strategy "Europe 2020". The report is based on an analysis of the organizational activity of TPK and on this basis to reveal the major problems and to make suggestions for its improvement.

Keywords: Credit Working Cooperatives, organizational activity, social economy

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ПРЕДПРИЕМАЧЕСКАТА КУЛТУРА – ФАКТОР ЗА ХАРМОНИЗИРАНЕ НА
ВЗАИМООТНОШЕНИЯТА В ИКОНОМИЧЕСКИТЕ СТРУКТУРИ
**ENTREPRENEURIAL CULTURE - A FACTOR FOR HARMONIZATION
OF RELATIONSHIPS IN ECONOMIC STRUCTURES**

*Dr. Emiliya Dimova
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Purpose: The article has as a main purpose to show the importance of entrepreneurial culture in development of economic structures. Entrepreneurship is one of the most dynamic forms of management of small economic structures that includes intensive processes of changes in the economic activity and creating effective enterprises. The phenomenon "entrepreneurial culture" is discussed in the paper, according to the scientific theory and practice in Bulgarian society in the aspect of its deep connection with the "culture".

Methods: The research includes the following methods of collection and analysis of problems of the "entrepreneurial culture": secondary analysis of the other scientific studies, monitoring and analysis of policies and practices in contemporary Bulgarian society.

Results: We believe contemporary science has to develop criteria for determining the level of entrepreneurial culture such as:

- The level of knowledge of the legislation in the field of entrepreneurship;
- The cultural patterns of the managers and employees of the company;
- The development of individual initiative and activeness of entrepreneurs;
- Knowledge about the mechanisms of consumers' influence on the entrepreneurial culture;

Conclusion: In the changing social conditions entrepreneurs should have knowledge how to analyze not only the economic but also the social problems in cultural aspects and apply their modern management style.

Keywords: entrepreneurship, organizational culture, socio-economic structure, management, human factor

УЧАСТИЕТО НА РАБОТНИЦИТЕ И СЛУЖИТЕЛИТЕ И ЕФЕКТИВНОСТТА НА ОРГАНИЗАЦИИТЕ:
ДАННИ ОТ ПРОИЗВОДСТВЕНИЯ СЕКТОР В РЕПУБЛИКА МАКЕДОНИЈА
**EMPLOYEE INVOLVEMENT AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM THE
MANUFACTURING SECTOR IN REPUBLIC OF MACEDONIA**

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This study explores the relationship between employee involvement in decision making and problem solving, and perceived organizational performance. Simultaneously, the concept of employee involvement was analyzed by embedding it within a national culture context. METHODS: data were collected from a survey of 39 companies belonging to the Macedonian manufacturing sector. Hypothesis testing was carried out with a quantitative method and statistical analysis of data. RESULTS: The effective use of employee involvement is positively related to perceived organizational performance. More precisely, employee participation and empowerment practices, and use of self-managing teams have a direct and statistically significant correlation to the managerial perception of the organizational performance. CONCLUSIONS: According to the aforementioned results, the companies are encouraged to adopt employee involvement practices in order to enhance performance, generate growth and competitiveness, both on regional and global markets.

Keywords: employee participation and empowerment, self-managing teams, perceived organizational performance, manufacturing industry, national culture, Republic of Macedonia.

ОРГАНИЗАЦИОННАТА СОЦИАЛИЗАЦИЈА – ФАКТОР ЗА РАЗВИТИЕ НА
ОРГАНИЗАЦИОННАТА КУЛТУРА
**ORGANIZATIONAL SOCIALIZATION AS A FACTOR OF DEVELOPMENT OF ORGANIZATIONAL
CULTURE**

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The paper has as a main purpose to show the importance of creating the conditions for personality's socialization in the organization as a part of the global problem – creating an effective organizational culture in the social and economic structures. METHODS: The research includes the following methods of collection and analysis of issues connected with the "organization socialization": secondary analysis of the scientific studies, monitoring of the policies and practices in contemporary Bulgarian society. RESULTS: The management of the process of organizational socialization depends on three main factors: The social training in the process of socialization is not performed in social vacuum. It is influenced by management style and the whole social climate in the organization; Stability of any organization largely dependent on the level of the assimilation of existing organizational culture in it; People learn the knowledge and skills for their work in different ways, not only because of individual differences, but also due to the use of different methods of socialization. CONCLUSION: The study of organizational socialization as a practical social problem has enormous implications not only for marking the important issues in the management related to cultural factors but for competent planning perspectives of each socio-economic structure for the efficient formation of organizational culture in it.

Keywords: socialization, socio-economic structure, management style, organizational culture.

ПОДОБРЯВАНЕ НА УПРАВЛЕНИЕТО ЧРЕЗ ИЗПОЛЗВАНЕ НА МАРКЕТИНГ. ПРОЦЕС НА
ВНЕДРЯВАНЕ
IMPROVING THE BUSINESS MANAGEMENT BY USING MARKETING. IMPLEMENTATION PROCESS

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As a basic function of the Business Management Marketing and Marketing Strategies are some of the most important instruments of the strategic planning in the firm. Most of the foreign companies realize that and rely on marketing departments even more than any other one. In Bulgaria nevertheless it is not like that. Even in bigger companies with clearly defined management structure marketing department is much underestimated and not fully used. The situation in the smaller and micro companies is even worse.

How to successfully implement marketing strategies in the company? There are not clarified rules, but the contemporary management could use some of the following issues: market knowledge-based management in the company structure; organizing marketing department/teams based on the consumers' needs; hiring competent marketing specialists/managers and etc.

1. Reorganizing price, placement, product and promotion strategies
2. Implementing the new created marketing mix
3. Observing the process
4. Auditing the process
5. Reorganizing based on reached or not reached goals

The paper is pointed to achieve the next basic aim: what business to do in terms of improving its management by marketing excellence. Thus, the paper covers as marketing excellence practices as well as discussed the procedures to implement them. Some basic recommendations to business management level are done in conclusion.

ДИГИТАЛНИТЕ ХРАНИЛИЩА – ИНСТРУМЕНТ ЗА ЕФЕКТИВНО УПРАВЛЕНИЕ НА
ИНСТИТУЦИОНАЛНИТЕ АКТИВИ
DIGITAL REPOSITORIES – A TOOL FOR EFFECTIVE MANAGEMENT OF INSTITUTIONAL ASSETS

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Many activities and processes in universities are presented, accomplished, documented and archived using modern information technologies and tools. Digital repositories are a powerful tool for depositing and storing a digital production created in the educational institutions. The aim of the current work is to analyze the benefits of institutional repositories as a tool for effective management of digital assets in universities. The process of implementation of DSpace repository at Trakia University and issues related to its integration and use are discussed.

Keywords: Keywords: digital repositories, digital assets, Dspa

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ПОДБОРЪТ НА НОВИ СЛУЖИТЕЛИ – ПРОБЛЕМИ И РЕШЕНИЯ
SELECTION OF NEW EMPLOYEES - PROBLEMS AND SOLUTIONS

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The article highlighted the main problems in the recruitment and selection of new employees, leading to discouragement in job candidates. Removal is based on the author's experience as a member of various commissions for the selection of candidates, and meetings and discussions with specialists in recruitment and selection of the leading consulting companies in Bulgaria. Special attention is paid to the possibilities to overcome these problems. Various options have been proposed as solutions.

Keywords: recruitment, selection, new employees, human resources management systems, problems, solutions

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ПРАВИЛНАТА ЦЕНОВА СТРАТЕГИЯ ПО ВРЕМЕ НА ИКОНОМИЧЕСКА КРИЗА
THE RIGHT PRICING STRATEGY IN A TIME OF ECONOMIC CRISIS

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The purpose of this paper is to identify and direct price specialists towards the price strategy most suitable to their specific company situation in the conditions of a global economic crisis and a shrinking market. Each marketing specialist dealing with market needs research and assisting company managers in making the right decision regarding a product or service will find it essential to have a notion of: how to make a product's price acceptable and attractive in the eyes of potential customers, how to optimize expenses, and, especially, how to make a company's pricing strategy work and generate increasing income. The right answer to these questions is even more important at a time of economic crisis and limited consumer abilities. The idea of this paper is to look at and analyse the world experience in the sphere of price formation and price policy and draw a universal model of company price behavior at a time of crisis.

Keywords: price, price formation, efficiency

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НЕЮРИДИЧЕСКИ СПОСОБИ ЗА РАЗРЕШАВАНЕ НА ИКОНОМИЧЕСКИ КОНФЛИКТИ
NON-JURIDICAL METHODS FOR RESOLVING ECONOMIC CONFLICTS

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Nowadays, the social conflicts of all kinds have an increasingly tangible impact on the functioning and development of socio-economic systems. With particular importance are the economic conflicts arising in society. The various existing juridical and mainly non-juridical methods for timely prevention, regulation and resolution of the economic conflicts are not sufficiently developed in Bulgaria. Regarding the possibilities for the using and development especially of non-juridical methods, it is appropriate to pay particular attention to further research both on the present state of existing applications instruments and the various options for their future development in the specific Bulgarian environment and conditions. In this paper I will briefly present my views on the concerned issues.

Keywords: negotiations, arbitration, regulations, mediation, conflictology, juridical and quasi-judicial approaches

ИКОНОМИЧЕСКИ АСПЕКТИ НА СИНДРОМА НА ИЗЧЕЗВАЩИТЕ ПЧЕЛНИ СЕМЕЙСТВА В
БЪЛГАРИЯ

ECONOMIC ASPECTS OF THE COLONY COLLAPSE DISORDER (CCD) IN BULGARIA

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The apiculture is an important part of the agricultural sector, not only for the production of healthy foods and supplements, but also for the part that bees play in the plants pollination. In this context the loss of bee colonies reflects on the economic results in the apicultural sector, as well as on the production potential of the agricultural sector, as a whole.

The purpose of the study is to evaluate the economic consequence of the loss of bee colonies in different agricultural regions of the country and analyze the impact of the factors – size of the apiculture production units and the professional experience of the bee-keeper.

To reach its goal the study moves through three phases. In phase one an evaluation is made on the overall condition of the sector and the loss of bee colonies in different regions of the country. Inquiry between producers with different number of bee colonies is held in phase two, and the data is used to evaluate the impact of the size of the producer and professional training of the bee-keeper. The focus of attention in phase three is on the economic consequence of the loss of bee colonies and its impact on the development of the sector after the accession of the country to the European Union. In the study data from centralized and decentralized sources have been used, as well as own information, inquired by conducting interviews with specialist and people engaged in the sector.

Keywords: apiculture, colony collapse disorder, income

QR КОДОБЕТЕ В СВЕТА НА БИЗНЕСА
QR CODES IN THE BUSINESS WORLD

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The development of information, communication and mobile technologies forms the current trends in business. QR codes are one of the fastest perceived and creative approaches to marketing and advertising. They are an innovative and different means to achieve interactive advertising campaigns. QR codes are a powerful tool that can significantly improve the marketing strategies of companies. The aim of the current work is to study and present the advantages of QR codes, to highlight good practices and to propose ideas for their application in business.

Keywords: QR codes, marketing, advertising

КОНЦЕПЦИЯТА ИПП - КРАЯТ ИЛИ НАЧАЛОТО НА ТВОРЧЕСТВОТО В РЕКЛАМИРАНЕТО
THE USP CONCEPT – THE VERY END OR THE BRAND NEW START OF CREATIVITY IN ADVERTISING

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Copi-strategy is the most popular American advertising strategy since mid-Twentieth century, which relies on the impact of reasonable and rational arguments highlighting the benefits of goods and services. Rosser Reeves is not its founder, but he remains in history as the scientist as well as the practitioner who introduced the concept of USP in his famous book

"Reality in Advertising". One of the paradoxes of advertising industry is the fact that well before the end of the 60s, at a time when Reeves emerged as a renowned guru to the field, advertising went a different way. Advertising appeal becomes sensual, attractive and extremely... creative. It attracts consumers' attention first, and, it is only then that it informs. The question is whether all that originates from the very conclusions of Reeves himself, or whether the interpretation of his concept of the USP, namely, is able to produce what he so vehemently denied – Creativity and Originality in advertising appeal.

Keywords: USP concept, R. Reeves, creativity in advertising, to attract the postmodern consumer, mass media and advertising.

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УСЪВЪРШЕНСТВАНЕ УПРАВЛЕНИЕТО НА БИЗНЕС ПРОЦЕСИ ПО ПРИМЕРА НА BALANCED SCORECARD, QPR И ABACUS

IMPROVING THE MANAGEMENT OF BUSINESS PROCESSES ALONG THE LINES OF BALANCED SCORECARD, QPR AND ABACUS

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Processes generate results that the company provides to its customers. Customers outcomes and processes are connected in dependable interaction. The capacity of the company to provide results that customers expect, largely depends on how well managers or business analysts design and manage processes. A key factor to ensure sustainable achievement of the organization's business process management, which inevitably requires continuous measurement of their effectiveness. Ideally, the measurement must be linked to high company goals, to ensure that the processes are oriented towards these goals and assessed according to their contribution to achieving them. On the other side, measurements should be used to assess the performance of individual employees involved in the process. In other words, the high efficiency of the steps (taken as synonymous with the activities in the project context and modeling terminology using software tools) of processes should be rewarded. In a time when resources are more intangible, tangible shift as a tool for value creation, financial analysis of business becomes increasingly insufficient for the establishment of adequate assessment and prognosis. The new business reality provokes appearance of new methodologies to improve the management of business processes, and measuring and managing organizational performance.

Keywords: improvement; business process management; modeling; measurement; software tools; high efficiency.

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ОНЛАЙН ОБУЧЕНИЕ - МОДЕЛИ И СТРАТЕГИИ ЗА СЪЗДАВАНЕ НА ОНЛАЙН КУРСОВЕ ЗА ОБУЧЕНИЕ

ONLINE EDUCATION – MODELS AND STRATEGIES FOR CREATING ONLINE LEARNING COURSES

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Widespread use of digital learning resources in the creation of online training courses enforce adherence of some pedagogical principles and strategies. The aim of the current work is to track the relation between different models for pedagogical design, tools used for creation content and ways for managing online training courses. In this digital age teachers have a new role which requires knowledge of the opportunities offered by various Web 2.0 tools and how they could be used to achieve maximum efficiency in the implementation of the learning process.

Keywords: online education, online training courses, models, teaching strategies, pedagogical design, Web 2.0

ИКОНОМИЧЕСКИ АСПЕКТИ НА ХУМАНИЗИРАНЕТО НА НЯКОИ ПРОИЗВОДСТВЕНИ
ЖИВОТНОВЪДНИ ТЕХНОЛОГИИ
**ECONOMIC ASPECTS OF THE HUMANIZATION OF SOME LIVESTOCK FARMING PRODUCTION
TECHNIQUES**

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Worldwide, in latest years the cost of foods is dropping and in some countries it reaches levels of 10% (of the gross income). This is mainly due to the increased supply of cheap food. But is this food good and safe? On the other hand, there is a tendency for an increased market of expensive foods, which are more nutritious, healthier, environmental friendly and produced with a consideration for the welfare of the livestock. There is a relation between the welfare of the livestock and its productivity. The goal of the study is to explore the economic aspects of protection and humane treatment of the livestock in certain farming sub sectors. To reach this goal, these points must be argued: an analysis of the impact of humane treatment of the livestock practices on the production costs; a conclusion and recommendation should be drawn on the increase in production costs due to the humane production techniques. The methodology used to argue these points is: analysis and synthesis, the method of comparison, the expert opinion method, the method of modified estimates and etc. The expectations about the results of the study are that the functions of protection and humane treatment of the livestock will play a significant part in the EU and Bulgaria. But a certain price has to be paid for them.

Keywords: animal, animal welfare, cost, price, productivity

ТЕНДЕНЦИИ В РАЗВИТИЕТО НА ERP СИСТЕМИТЕ
THE TENDENCY IN ERP SYSTEMS DEVELOPING

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ERP systems market is increased and defines this kind of software as one of extreme importance for business development and competitive abilities. The world economics crisis changes the tendencies in ERP systems developing and it accelerates the implementation of new information technologies in this process. In this way new directions originate in the application and developing of this software in a wider range. The purpose of the current work is to follow the global tendencies and specific ones for Bulgarian market of this business software.

Keywords: ERP systems, cloud computing, open source software

АЛКОХОЛНИТЕ НАПИТКИ В БЪЛГАРИЯ: ОСНОВНИ ТЕНДЕНЦИИ И БЪДЕЩИ ПЕРСПЕКТИВИ
ALCOHOL DRINKS IN BULGARIA: KEY TRENDS AND FUTURE PERSPECTIVES

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This paper reviews the market for alcohol drinks in Bulgaria. It charts the key trends, as it utilizes latest data on volume and value by category of alcohol drinks, by transacted deals in terms of on-trade and off-trade splitting, and by company shares on the alcohol drinks market in relation to global brand ownership. The paper discusses the impact of several microeconomic and macroeconomic factors of this industry. Also, the present research delineates a three-year forecast of development of the alcohol drinks market. For the purposes

of this paper, the market has been defined to include: beer, wine, spirits, cider/perry, and RTDs/high-strength premixes.

Key words: alcohol drinks, alcohol industry

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ЕНЕРГИЕН МЕНИДЖМЪНТ – ПРОБЛЕМИ И РЕШЕНИЯ
ENERGY MANAGEMENT – PROBLEMS AND DECISIONS

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In the paper are analyzed problems of business management in the energy sector as for example, the inequilibrium between: conventional and alternative energy sources ("green" energy); generation and consumption of energy; energy capacity and volume of energy production; availability of national energy resources and the need of energy resources; energy prices and the purchasing power of the energy consumers. These problems plus the problems of: the market liberalization and diversification, the energy and carbon intensity, the energy efficiency and sustainable development are in details discussed in the paper. As well, there are given suggestions for their decision aimed to the energy management improvement.

Keywords: liberalization, diversification, energy intensity, cogeneration, carbon intensity, green energy, alternative sources, sustainable development
JEL: Q 42, Q 48, Q 50

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ИКОНОМИЧЕСКА ЕФЕКТИВНОСТ НА СТОПАНСТВОТА ОТ МЛЕЧНОТО ГОВЕДОВЪДСТВО В
БЪЛГАРИЯ
THE ECONOMIC EFFICIENCY OF DAIRY CATTLE FARMS IN BULGARIA

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Dairy cattle production remains one of the traditionally most profitable sectors of agriculture and is at the same time among the most favored branches by framers in Bulgaria. The aim of this article is to describe the present picture and provide analysis of its condition and economic efficiency, as well as to give recommendations for its improvement. The topic of dairy cattle and their products, especially milk, will always be an object of interest for agricultural economists. The relevance of the problem stems from the current unfavorable economic situation in Bulgaria, due to the global economic crisis and its impact on all segments of the production and consumption of dairy products. Some of the major results and conclusions made as a result of the study are that most of the of dairy cattle farms function on the edge of survival, which requires urgent rescue measures and subsequently, measures for their recovery. Appropriate recommendations are made at the end of the article to meet the objectives of the article.

Keywords: dairy cattle, economic efficiency, economic crisis, rescue measures.

СПЕЦИАЛИЗИРАНОТО ОБРАЗОВАНИЕ НА ПРЕДПРИЕМАЧИТЕ КАТО ОПРЕДЕЛЯЩО
СУБЕКТИВНИТЕ ОЦЕНКИ ЗА БИЗНЕСА ИМ В УСЛОВИЯТА НА ИКОНОМИЧЕСКА КРИЗА

**THE SPECIALIZED EDUCATION OF ENTREPRENEURS
AS DETERMINING THE SUBJECTIVE ASSESSMENTS FOR THEIR BUSINESS IN THE ECONOMIC CRISIS**

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The Current economic crisis is a tough challenge for the bigger part of the business. Business itself, mobilize all resources to survive and grow in those circumstances. Purpose of this paper is investigating the influence of specialized education from entrepreneurs's side on their subjective assessments for certain aspects of their activities, as well as on the sustainability of their entrepreneurial position. The methodological toolkit includes survey questionnaires covering the main variables in the researching. The results show that the corresponding business education determines the satisfaction of the profit, the judgment for market dynamics, self-determination for the equity business orientation varying in terms of income size and security. The specialized education affects some objective parameters of business: Number of employees in company personnel and participation in professional associations.
Key words: satisfaction of the profit, business orientation, business behaviour, economic crisis

ВЛИЯНИЕ НА ЕЛЕМЕНТИ ОТ ПЪРВИЧНАТА СОЦИАЛИЗАЦИЯ ВЪРХУ МОТИВАЦИЯТА ЗА
ПРЕДПРИЕМАЧЕСКА ДЕЙНОСТ

**INFLUENCE OF THE ELEMENTS OF PRIMARY SOCIALIZATION ON THE MOTIVATION FOR
ENTREPRENEURIAL ACTIVITY**

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Assoc. prof. Dr. Tanya Taneva,
Trakia University, Bulgaria*

In psychological plan, the motivation to work, consists of two components - the presence of high needs at the individual and subjective idea that in the particular chosen activity these needs can be satisfied. Both components contain both socialized and situational characteristics. Objective of the present investigation was to determine the influence of primary socialization aspects on the motivation for entrepreneurship. Psychological questionnaires have been used observing both the socializing influence of parents in childhood as well as the reasons for activity on the internal-external motivation axis. The results show both the attitude towards work and autonomy during the childhood, as well as family the family relationships, influence intrinsic motivation, but also on the socio-psychological and economic components of extrinsic motivation.

Keywords: intrinsic motivation, extrinsic motivation, socio-psychological motive, economic motive

ПОЛУПАЗАРНИТЕ СТОПАНСТВА В ЕВРОПА-ПРЕДИЗВИКАТЕЛСТВО ЗА ЕС И
НАЦИОНАЛНИТЕ АГРАРНИ ПОЛИТИКИ
**SEMI-SUBSISTENCE FARMS IN EUROPE –
CHALLENGE TO THE EU AND THE NATIONAL AGRARIAN POLICIES**

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The purpose of the study is to present a comparative analysis on the condition of semi-market agricultures in different countries, members of the EU, and also to point the perspectives for their restructure and development based on data for the impact of the steps of The Common Agricultural Policy (CAP).

The expansions from 2004 and 2007 raised the significance of this debate as they led to notable increase of the amount of the agricultures, predominant part of which are small. Natural and semi-market agricultures have great significance in the new members but general part of agricultures, in some countries from EU-15, are also small. The role and the future viability of these small agricultures remain an important issue for the rural regions in Europe.

Keywords: Common Agricultural Policy of the EU (CAP); natural farms; semi-market farms

СЪСТОЯНИЕ И ПЕРСПЕКТИВИ НА МИТНИЧЕСКАТА ПОЛИТИКА В БЪЛГАРИЯ
SITUATION AND PROSPECTS OF CUSTOMS POLICY IN BULGARIA

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Foreign trade regime of each country is an important lever to adjust its foreign economic activities. Account of the fundamental principles of promoting exports, increase the competitiveness of domestic goods, stabilizing the domestic market. All this is done in the context of Bulgaria's membership in the WTO, ie in fulfillment of its international commitments.

Customs policy is a set of activities and mechanisms destined to regulate foreign trade and to protect the national economy from competition from cheaper goods and services from abroad.

Goal of the study is to examine the status of customs policy in Bulgaria and the prospects for its development. To achieve this purpose the following tasks:

1. Have analyzed the situation of the Bulgarian customs and foreign policy.
2. To present and analyze the opportunities for Bulgaria and foreign trade development and strategy.
3. To derive conclusions and recommendations on research topics.

Methods applied to achieve the goal and solve the tasks are analysis and synthesis, systematic and structured approach and others.

Keywords: customs, foreign trade, customs inspection and supervision, competition

АНАЛИЗ НА ВЗЕМАНЕТО НА УПРАВЛЕНСКИ РЕШЕНИЯ В УСЛОВИЯТА НА НЕСИГУРНОСТ
ANALYSIS OF DECISION- MAKING PROCESS IN RISK CIRCUMSTANCES

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The subject of the present research is theoretical analysis of the decision-making process in agricultural firms in risk circumstances. The aims of the scientific paper are to be analyzed main theoretical achievements and methods about decision-making process. The methods which have been used for the paper are examination of statistical information, research and analysis of literature, observation and expert evaluation.

Keywords: management decisions, risk