

## REFERENCES

### DEVELOPMENT OF THE THEORY OF MANAGEMENT\*

Contemporary management is rapidly developing and dynamic matter. Nuances unfold in different sections; almost all levels of the hierarchy are covered. The transforming and restructuring systems of different rank suffer a particular “hunger” for management knowledge.

In this sense, the published study by Prof. Doctor of Economic Sciences Kamen .Kamenov that has also a methodological, consulting and educational capacity represents a serious contribution in the theory of management.

Thinking over and comparing the monograph to similar studies of Central and Eastern Europe as well as of some Western countries, we note that this is an original study that does not transfer; a philosophical-methodological perspective is presented in a third stage of synthesis.

If we adopt that frame, as we actually do, we may specify and outline the following points in three basic sections.

#### Ideas that presupposes applied technological development

In all the seven parts of the study, the launched theses are counterattacked with well-grounded antitheses to get the real “yield”.

*First*, the studied correspondence between the potentials of the subject and the empowered object is unfolded on the basis of the hierarchical levels of the socio-economic system in Bulgaria. In the range of this correspondence, there are outlined variants containing the *engine of a positive change, of a negative change, of a crisis, of stagnation in the respective system.*

*Second*, we find a solid grounded and developed thesis – *sustainability through change*, which is opposite to the management of the illusive sustainability without changes. Here, there is also a great potential for ideas: *sustainability through innovations, through enterprises, through inconvenient subordinates who think in a constructive and perspective way.*

*Third*, the thesis about asymmetry in the management process is unfolded, an issue that has been poorly studied. This focus is developed in a thoughtful and balanced way along the line “*position- job description – personal qualities*” in six modifications.

*Fourth*, the administration in management is absolutely in the context of a EU member state because this is also the management weak point of the state administration in our country.

*Fifth*, the comparative analysis of the notions “signal” and “symptom” together with the microthesis about “term-of-office management way of thinking” undoubtedly attract with their freshness and actuality.

*Sixth*, the microtheses about “lobbyism” and “mutrizatsia”\*\* of the economy in the country have definitely information-providing and consulting effect, the decision making “under condition”.

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\* *Kamen Kamenov*. Management Process and Management Behavior. Svishtov, D. A. Tzenov Economics Academy, 2008.

\*\* Mutrizatsia is the Bulgarian word for the criminalisation of local society deriving from “mutra” (*slang*) which means a member of organized crime in the country.

*Seventh*, the sixth determinants from chapter seven “Management behavior and personal potential” are quite impressive, especially determinant # 6 “*Uncontrolled power is in the basis of every dictatorship and corruption.*”

We may conclude that an *institutional-constructive and institutional-perspective concept* has been developed here in an elegant and unobtrusive way!

### Addressees

In the book, there could be found leveled addressing: the political powers, the executive power, the entrepreneurs and management institutions, including budget organizations.

Even out of the context, there are postulates that “drive” thinking in certain directions:

- In order for the subordinates “bear” power, it is best that power should not be perceived i.e. it should not be used arrogantly.
- Fear from the manager who is empowered to sanction can not be a constant source of motivation.
- The manager as an empowered subject should be aware that their points of support are... the subordinates and the opposition.

There have also been provoked thoughts accommodating in the following course: When a new manager team is formed and starts acting, it begins to impose its own value system despite the rank of the system, which initiates a process of building *transitional/bridge culture in the system*. If the culture is well structured and with traditions, the subordinates perceive only the positive aspects; in case these aspects do not have critical mass, the organization returns towards the tradition and the bearer of this tradition and perspectiveness.

*However, it is possible, in the presence of unconventional factors, the system to be “caught” by non typical for it phenomena and the “dependent managers” phenomenon to appear.*

So, it is possible to have at least two types of organizations or structures leveled in the hierarchy: some that adopt a new culture despite if it is marked by plus or minus sign and others that filter the stated things and disagreement appears. The smart representatives of the executive power, legislature and management adjust. The rest oppose and time does not allow them to position in the organizational memory.

Besides abundance of concepts, the study offers also certain tools – graphic and matrix models and procedures to be use by the perspective manager institution in society.

The monograph by Prof. Kamen Kamenov is relevant to the time we live in and will continue to live in because it relates to both the spheres of “In Search of Excellence” and “In Search of Innovation”.

It is possible that the ideas developed by the author may be perceived as a *heavy French guillotine* by some research workers while for others they may work as *allowed creative doping*. I think that the letter will win!

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