

Оригиналан научни рад

UDC 911.3:314 (497.2)

UDC 005.96:913 (497.2)

Original scientific work

Valentin Mihailov**GEOGRAPHY AND HUMAN RESOURCES MANAGEMENT IN BULGARIA: IN SEARCHING FOR POINTS OF INTERSECTION**

Abstract: The article presents the basic geographic views and approaches to Human Resources Management in Bulgaria within the market economy conditions. The essence of the notion "human resources" and its geographical interpretation are analyzed. Theoretical and empirical arguments for necessity of active policy in this sphere are presented. Exemplary scheme for Human Resources Management at national and regional level is suggested. The specific place and importance of the science and scientenic explanations are indicated during that process.

Key words: Geography, Geography of population, human resources, Human Resources Management, Territorial human resources management

Извод: Чланак се бави основним географским погледима и приступима управљања људским ресурсима у Бугарској, у условима тржишне економије. Анализира се срж појма "људски ресурси" и његова географска интерпретација. Теоријским и емпиријским аргументима наглашено је да у овој сфери треба водити активну политику. Дати су предлози и примери система управљања људским ресурсима на националном и регионалном нивоу, као и објашњење специфичног места и значаја географске науке у овој сфери.

Кључне речи: географија, географија становништва, људски ресурси, управљање људским ресурсима, управљање људским ресурсима на једној територији

New Challenge for the Ancient Science

The question about the essence and content framework of that contemporary conception of Human Resources Management /HRM/ seems rhetorical for the general public. In academic circles, management and business it is has a connection with planning, organizing, management and control of personnel in separate companies and organizations. It is where a popular opinion about "ownership" upon the HRM ruled by the economy and management comes from.

A process towards wider understanding of this sphere caused by the increasing role of human factor in socio-economic development of the country and its separate regions has been observed in Bulgaria during the last decade. The human

resources are to become a key factor within the contemporary economy, called "economy of knowledge" or "intellectual economy" in globalization circumstances. The educational level, specialized professional habits and skills and the creative capacity of human resources cause more influence upon the development of material and immaterial production and the economic growth. The needs of geographical, demographical, sociological and other fundamental researches are to increase in order to help the planning and management of human resources.

The Geographic community of Sofia University exerts efforts for the establishing of a trend in the Human Resources Management which is to be called territorial or regional. It occurs as a natural result of the development of the Human Geography and the new tasks and challenges that the contemporary social practice imposes upon it. 15 years ago man has been mainly studied as a "working resource" for economic needs by the Economic Geography. But the nowadays socialization and humanization of the geographical knowledge transfers focus upon the social side of the human being, its necessity of personal self-realization, enlargement abilities and opportunities for an all-round development.

The human resources study is to adapt and apply achievements gained for decades by the Geography of population. These are teachings for geo-demographic situation, geo-demographic typology and regionalization, territorial balance of working resources and other conceptions and methods, which have found their place in practice-application researches of this discipline during the second half of XX century.

A Master program in Human Resources Management was established in the Faculty of Geology and Geography /FGG/. It trains future specialists for planning, prognosis and management of human resources, of social infrastructure and different social activities in central and local authorities. This is the main difference in comparison to other faculties of Sofia University /Economic, Philosophic/ which prepare staff for departments of "Human resources" or "Personnel department" in different organizations.

Bulgarian geographers working in the field are to face the answers to a long list of questions – theoretical and practical-applied, related to the grounding and implementation of spatial approaches and decisions in this sphere, methods of quantity and quality assessment of human resources. What are the arguments of contemporary science and the public practice of Bulgaria that impose necessity of the Human Resources Management at a territorial level? What are the ideas and approaches which the ancient and fundamental science of Geography is ready to offer the modern and strictly pragmatic conception Human Resources Management? Which spheres of science and socio-economic life are their points of intersection located in? The present article is a humble attempt in finding clearer answers to some of these questions. Other questions are just set in the agenda hoping that our ambitions will be supported by colleagues from Serbia and other countries having socio-demographic problems similar to those in Bulgaria.

Human Resources: Conceptual Bounds and Measurement Indicators

The concept in question has taken permanent place in the science and public practice of Bulgaria in the 90th years of the XX century. It stands for a great number of different human communities and groups according to the level and context of research – from personnel of a particular enterprise to the whole population of a country. The notion "human resources" is often confused with more or less similar categories such as personnel, working resources, labor force, population, human potential and human capital. This comes from the complicated and rather vague bounds of this concept of human resources. It actually consists of two components which is to justify to a certain degree its poly-semantic interpretations.

Authors from different scientific trends suggest for human resources to be accepted both in its broadest and restricted sense. For example, D. Shopov and collective¹ considers that "people forming population of a certain country should participate or should be prepared for participation into a definite type of economic activity from their earliest age up to the end of their life. This is the broadest understanding of human resources, i.e. population of the country is identical to its human resources. In a more restricted sense of the term, human resources are people, who in a certain moment or for a certain period are given the opportunity to participate in some kind of an economic activity".

The Economist Marin Kunchev² gives definition of the terms "human resources" and "personnel" and makes clear distinction between them and other authors. He reaches to the conclusion that "the notion human resources is appropriate to be used mostly in the governance of a state, the administrations, the regions and the settlements. It will have sense only as a general term for potential opportunities of people engaged in them under the organization management". Furthermore the author defines human resources as a "mainly qualitative term for population opportunities, of its separate categories or of personnel in organizations to realize activities obtained by society".

Hristo Ganev³ suggests another geographical interpretation of the "human resources" category. "In a more restricted sense we accept human resources as a category of population which has particular qualitative and quantitative dimensions with respect to the functions it is supposed to realize or has been assigned to. That term in Geography is mainly related to the reproduction of human and working resources". Hr. Ganev grounds the

¹ Шопов, Д. Дулевски, Л. Паунов, М. **Икономика на труда**. С., Тракия-М, 1999, стр. 36.

² Кънчев, М. **Управление на човешките ресурси**. С., Албатрос, 2001, стр. 17–18.

³ Ганев, Хр. **Човешки ресурси – понятие и изучаване в съвременната география**. Обучението по география. кн. 4–6. 1998, стр. 15–16.

difference between the categories of human resources and population but at the same time he puts an accent on the relationship between them. "Well known demographic structures – sex, age, education, employment, ethnic and other, gathered with the rest structure types cause a strong influence but with variable force and direction upon the quantity and quality of human resources. Therefore the human resources cannot be rationalized correctly, if they are to be studied out of population structures and especially out of the system relationships" nature-population /society/-economy-geographical environment".

The choice of indicators for quantity measurement of human resources at different taxonomy levels is a responsible task in the process of their planning and management. Their precise selection is a basis for preparation of geographic typologies of the development of human resources in Bulgaria. They are the necessary alternative of Human Development Index introduced by UNO. The understanding for the need of sustainable human development, good incomes, good education and good health is in the basis⁴ of that Index. Based on three components /standard of living, education and life expectancy/ it is not able to estimate and reveal completely the differences in quality of life and the human resources development /which has been already pointed out in publications of Bulgarian geographers/.

The complex analysis and evaluation of the human resources at national, regional and local level includes several groups of indicators:

1/ Number of population – the most general indicator which gives an idea of the quantity of available and potential human resources;

2/ Socio-demographic – average life expectancy; average population age; population is subdivided into before fertile, fertile and after fertile contingents under estimation for the reproduction of human resources;

3/ Socio-economic – educational and qualificational structure; level of economic activity; employment distribution by economic sectors; unemployment level/ total, female, youthful and of long duration/;

4/ Socio-medical – level of immunization; illness and health state of the human resources.

According to the scale, specifics and aims of each concrete investigation one can use indicators such as sex structure of human resources, share of urban and rural population, ethnic composition. The productivity of labour should be considered while evaluating the utilization of human resources in regional economy as a basic indicator for measurement of efficiency.

The controversial question is whether indicators for migration and natural change of population /birth rate, death rate and natural increase/ should dynamics of the totality of human resources but not as indicators for its

⁴ По България/Индекс на човешко развитие: **Общините в рамките на областта**. Програма на ООН за развитие, С., 2002, стр. 7.

development, quality and potential opportunities for useful participation into particular activities. We just remind the rule that high values of birth rate are symptoms for lower educational and cultural level of the population of a country. For example, the Gipsy ethnical group in Bulgaria is characterized with the highest birth rate and natural increase. At the same time it is distinguishes itself with the highest share of person illiteracy and the highest unemployment, which according to different assessments vary from 70 to 90% from the economically active Gipsy population.

Levels and Functions of Human Resources Management

The company level of HRM is the most monolithic, clearly defined, with concrete aims, tasks and spheres of application and solid theoretic-methodological base at the current stage. It uses and implements into practice the experience and the achievements of the western countries. Its main themes are recruitment, interviewing, selection and orientation of the human resources, payment, education, career management, communication between employees in organization, their work motivation and such. Main purpose of a company management in this direction is the effective utilization of the human resources for achievement of economical goals of the organization.

The other levels of HRM are listed in one of the university textbooks "Human Resources Management" of Publishing House "Economy"⁵: "We should consider four levels as to the Human Resources Management: national; into branches; regional /district, municipality and other/ and at the level of organizations /enterprises/ in Bulgaria and in series of other countries as well as".

A complex definition of the HRM belongs to M. Kunchev⁶ and it can be used at company, branch and territorial level. According to its treatment HRM is "a process of influence upon numerous quantitative and qualitative factors which they depend on." We support this understanding because the category "human resources" is mainly a combination of qualitative characteristics of population, which should not be an object of immediate and automatic influence, management and change. According to quoted author "The subject-matter of Human Resources Management is mainly reduced to the different quantitative and qualitative aspects of education, employment, unemployment, payment, working conditions, labour interrelationships, further development and improvement of the employed, socialization, motivation and etc".

In most of the cases the contents of the HRM at national, territorial and branch context is considered to be the policy concerning labour market. But it is

⁵ Владимирова, К. Спасов, К. Стефанов, Н. **Управление на човешките ресурси**. С., Стопанство, Първа част, 1998, стр. 128.

⁶ Кънчев, М. ... стр. 18.

actually directed to the economically active population only which does not exhaust the subject matter. The understanding for HRM in the National Strategy for Development of Human Resources 2000–2006 year is much wider. The problem is to be considered in four aspects: realization of the labour market, professional education and training, protection of health and culture.

As it has already been explained the object of the HRM is not settled with people who in a certain moment are directly engaged into economic activity or are prepared for participation into public work. Contingents of natural reproduction are also irreversible part of the Human Resources. Their reproductive behaviour is going to define the age structure of labour force within future periods. Therefore the HRM at national and regional level includes demographic policy as well.

In a previous working out we proposed a definition for the territorial level of the HRM: "system of scientific views, models, management decisions and practical activities, directed to creating of optimal conditions for reproduction and progressive qualitative change of socio-demographic and socio-economic structures of the Human Resources within a particular territory" /Mihailov V., 2004/⁷.

The Territorial human resources management is a synthesized expression and spatial-time projection of demographic policy, policy of education, protection of health and labour market. The functioning of these four trends in the social policy is of the closest relation to the development of human resources. Human resources are being formed and reproduced though corresponding stimulus and investments /mainly governmental/ and conditions for realization of their labour and reproductive potential are created in them. The experience of postindustrial countries shows that the well planned investments in human capital stand as a sure guaranty of future economic success and growth.

Fashionable Passion or Objective Necessity?

The HRM problematic enters Bulgaria under the influence of management ideas from western countries. We are going to answer the question whether it is just a fashionable term for Geography or it is an objective necessity of new philosophy and technology for the HRM conditioned by regional tendencies of social, demographic, cultural and economic development of the country.

Negative occurrences such as: de-industrialization, de-population, unemployment, poverty, polarization of incomes has received wide spreading in

⁷ Михайлов, В. **Териториално управление на човешките ресурси: идейни и терминологични основи.** Доклад от Научна конференция География и регионално развитие, Созопол, 24–26 септември 2004.

Bulgaria after 1990 year. They appeared irregularly in planning regions, administrative-territorial units and in settlements. The bigger part of population of the country was not prepared for that and is still experiencing difficult adaptation to the new market conditions in the economy functioning, globalization, the new requirements of the labour market towards education, qualifications and skills of the labour force. The transition from paternalistic to liberal model of social policy and the retirement of the state from its numerous social functions is an additional factor for this. That change has reflected in a negative way upon regions with demographic crisis, with lower education and qualification of the human resources, with concentration of minority ethnic groups and traditionally lower standard of living.

It is written in the Strategy for overtaking economic development till 2020 year⁸ that a priority role of the state when financing the social activities in the period of transition to market economy was neglected. As a result there are worsening circumstances in the organization of protection of health and education, seeking of labour force, etc. Nowadays the state with its central and local management authorities has much more restricted opportunities for influence and control upon the planning and management of the human resources in particularly of working resources. This is due to the fact that already 99% /2003 year/ of the registered companies in Bulgaria are private property. Each of them implements its own human resources policy – from education and qualification requirements, fixed salary, permanent deposit of social and health insurance, working day duration, overtime payment etc.

There is a need of interference, of management, of change in the development of a process when there are "points of un-equilibrium" between its actual and desired from the society condition. They are observed with respect to the human resources at all territorial levels in Bulgaria. The deviations between the six regions for planning /NUTS II/ are insignificant comparing to the average values for the country. But they are clearly differentiated at a district level and especially at a municipality level. The territorial problems in the development of human resources determine the need of regionalization and working out of local strategies for their effective management. We support this statement with some empirical arguments, which are a part of the sharpest problems in development of Bulgarian human resources at the beginning of the XX century:

1/ Decreasing quantity of the human resources in Bulgaria. The population of the country decreases with over 1,1 million people as a result of a negative natural and mechanical increase for the period 1990–2004 year. Bulgaria takes a last place amongst the countries from South-East Europe due to the mean rate of natural increase. For the year 2004 all the districts have a

⁸ **Стратегия за догонващо икономическо развитие до 2020 г.** Икономически институт на БАН, Фондация "Фридрих Еберт." С., ноември 2003, стр. 193.

negative value by the indicator of natural increase. The overcoming of the catastrophic geographical scales of the demographic crisis has been embarrassed by the lack of purposeful demographic policy in Bulgaria;

2/ Aging of Bulgarian population, decreasing of reproductive and working contingents. The high values of negative natural increase and active emigration determine unfavourable tendencies in the age structure of human resources. The population under 16 years is under the average value for the country from 16,7% /census – 2001/ in 12 districts⁹. With small exceptions they are distinguished by higher percent of elder dependants /over 56 years for female and over 61 for male/, who is 57,8% average for the country. These age ratios are as it follows: for Vidin district – 14,4:34,0; for Kyustendil – 15,1:29,5; Montana – 16,0:32,4; Pernik – 14,4:29,4 and etc. These are mainly districts in industrial crisis, with peripheral geographical location in the frame of the national territory, poorly developed social infrastructure and high percent of Bulgarian population who preserve low birth rate from decades included within this group. Districts with higher percent of Turkish and Gipsy population: Sliven – 20,2:23,1, Kurdzhali – 19, 4:21, 4, Blagoevgrad – 19,1:21,1, Pazardzhik – 18,9:23,2 and etc.¹⁰ are with more favourable age structure and drastic decrease in the number of population;

3/ Drastic decrease in economic activity of population – from 64,1% /1990 year/ to 49,2% /2004 year/. The reconstruction of economy leads to shortening of employed with over 1,1 million people between 1989 and 2001 year. The decrease in the unemployment coefficient / from 18% in 2001 to 12,7% in 2004 year/ as a result of liveliness in economy and stable growth of GDP in the last several years. But interregional differences remain. In 2004 the unemployment in the Sofia-capital is 3,44%. According to the Keynes's theory for a market economy this is a "normal" level. The North-East Bulgarian district Turgovishte with unemployment of 27,7% is found on the pole of deep depression in the labour market. Municipalities with level of unemployment over 40% of the working population are encountered into the poorest developing North-West planning region.

The opportunities for restriction of regional differences in the unemployment are blocked by the directing of capitals not into territories having cheap labour and high unemployment but into places with high-educated population and favourable age structure, with high level of economic activity and purchasing power. This additionally deepens the socio-economic disproportions between regions, conditions for the development of human resources, perspectives for economic growth and opportunities for revealing of new and stable working places. For example, 2,6% from the foreign investments in Bulgaria have fallen into the

⁹ Данните са от Население /Демографски и социално-икономически характеристики/. С., НСИ, 2004.

North-West planning region in the year 2003. The district Sofia-capital manages to attract over 60% of all the foreign investments¹¹ for the same period;¹⁰

4/ The differences in educational level are mainly manifested between the urban and rural population – only 5,1% of the university graduates in Bulgaria are rural inhabitants. The difference between the districts with the highest and the lowest percent of university graduates amongst the population in their 7-th year and above is over 20% – from 28,3% for Sofia-capital to 7,4%, for district Kurdzhali /data from census – 2001/.

The lack of synchrony between the educational programs of secondary schools, colleges, universities and the needs of business from the particular type of human resources leads to preparation of cadres in subjects which are old-fashioned and unnecessary for the contemporary economy. Attention has been paid to this problem in the National Strategy for Regional Development:¹¹ ”improvement of human resource skills for higher adaptability toward economical and social changes is a challenge for all regions in the country. Regional lacks in the quality of human resources are unevenly distributed upon territory but negative tendencies of lost connection between education and regional economic environment...”;

5/ The Social infrastructure – one of the main factors for the human resources development is unevenly distributed upon national territory. People from different settlements and regions are placed at unequal position according to their access to health, educational, cultural and other services. If there is over concentration of universities and high schools /22 in number/ in the South-West planning region there is not even one autonomic high school in the North-West region. A significant element and urgent task of the MHR policy is to modernize the social infrastructure and to spread it within regions of depression and marginal social layers.

Science – Management – Practice: the Difficult but Desired Integration

To activate the interaction between science, management and practice in the area of human resources management in Bulgaria under market conditions, we suggest tree levels structured example scheme /Scheme 1/. Each of them has its specific functions, more or less complex structure but with open character of the relations with other levels. We accept that the science executes investigating and designing functions, determines philosophy, defines problems and strategic trends. The management and the practice are responsible for the policy and the technology of the HRM.

¹⁰ Данните са изчислени по Районите, областите и общините в България 2003 /на CD/. НСИ, С., 2004.

¹¹ Национална стратегия за регионално развитие на Република България за периода 2005–2015 г. Национален център за териториално развитие ЕАД. С., януари 2005, стр. 76.

The relationships between structural elements of the complicated system "science-management-practice" reflect upon the contemporary trend in the development of the theory of systems. According to the Russian Professor in Economy Slezinger S.E.¹² this tendency "gives opportunity for joining of systems from abstract and matter character into one integral system for solving certain tasks including all cycle of investigation, elaboration and practice implementation of their results. The reality of such an approach is to be provided by formation of constructive teams of scholars and specialists on interdisciplinary and inter-professional basis".

Science. The Classification of the listed science disciplines in the scheme applied is conventional to some degree and their number could be extended. The contemporary practice first of all needs geographical approaches, principals and methods not only because of the MHR is made at territorial level. The meaning and constructive role of Geography of population under evaluation, planning and the Human Resources Management in different territorial units comes from the subject of discipline itself: spatial development of population, its relationships with the environment and economy. The disciplines Geography of population, Social and Economic Geography possess confirmed science instruments for the investigation and revealing of spatial interactions between human resources and other components of the territory. The last mentioned are factors of their dynamics: economical structure and level of economic development, territorial distribution of objects of social infrastructure /health houses, schools, kindergartners, universities, labour markets cultural institutes, passenger transport and etc./, access and quality of social services, processes of natural and migration change of population, ecological state and etc.

Our ideas are detached not only from geographical but also from all other determinism – social, cultural, economic, technological. That is why we think that any future formation of interdisciplinary field territorial /regional of human resources management could be realized only through a close integration and mutual enrichment between Geography of population, Social and Economic Geography with the social, economical and management sciences. The geographers derive special knowledge for the regularities of reproductive behaviour in the different human communities, for social mobility, for the role of people and human work in public development, about the technologies of taking management decisions under restricted financial, organizational, material and technical resources from Demography, Sociology, Theory of management, Economics of labour and etc.

Management. HRM decisions are taken at management level, planning is implemented, different projects and programs, financial and institutional

¹² Слезингер, С. Э. *Социальная экономика*. М., Дело и Сервис, 2001, стр. 322.

frames are accepted, resources and mechanisms for their realization are mobilized. There is an outlined vision and strategic directions for the Human Resources Management through combination of programs and measures of sector and regional character. Their elaboration is a product of interaction between central and local power, business and nongovernmental organizations /incl. syndicates/ according to their specific functions and rights they are provided with by the operating legislation in the country. The general trends and principles of the policy of HRM are determined by the Ministry of Labour and Social Policy, the Ministry of Health, the Ministry of Education and Science and their implementation at lower levels is ensured by their territorial departments in districts, municipalities and settlements.

All plans, projects, strategies in the socio-economic sphere worked out in Bulgaria during the last years give the policy of human resources priority significance. This also applies to founder document such as the National Strategy for Regional Development.¹³ Goal № 2 of the regional development policy is formulated as "Increasing human resource potential, employment level, incomes and social integration". Irrespectively of the fact that Bulgarian scientists from different trends took part in the working out of the strategy it is an example for a lack of clear principles and system approach toward the problem. The analyses of the human resources are artificially "torn" between four chapters: the age structure finds place in "Population and demographic situation", the employment – "Economic development and drawing closer", the unemployment – "Social development and drawing closer" and short analysis of the educational structure of population by the name of "human resources" stays the chapter "Factors determining growth, employment and competitiveness." The isolated examination of different structures of the human resources is not justified by both theoretic-methodological and practical point of view. For example, the economic theory has proved that employment and unemployment are two inseparable and interdependent components of the labour market. They are functioning on the "principle of interconnected vessels" and in their essence are both a social and economic phenomena.

The determination of aims and priorities within the HRM could be helped by the utilization of some empirical methods of sociologic observations /inquiry, interview and other/. In that way people will enter into the role of a subject of management. Subject who has right to express an opinion and to participate in solving a certain questions /economical, social, labour, ecological, infrastructural/ which directly concerns its life, perspectives and the life of its territorial community.

Practice. Its functions are related to the realization of projects, programs, normative decisions in social and economic activities, concerning

¹³ Национална стратегия за регионално развитие...

human resources development. Achieving goals and priorities confirmed at previous financial, legislative, and organizational level and other mechanisms are pursued here. The Territorial human resources management has a goal to transform and adapt these measures and programs in relation to specific conditions and problems of different territorial units. The current Human Resources Management is implemented in the practice. It provides a direct relation between the management authorities and the different social departments with population and human resources.

The sector policies of the Territorial human resources management are directed toward the whole population or its separate categories. Object of the demographic policy and the healthcare policy is the whole population of the country or some separate territorial units, as to education – all the people participating in some form of education /elementary, primary, secondary, higher education, retraining courses, computer and foreign language education and other/, as to the labour market – economically active population /employed and unemployed/.

The most active territorially differentiated policy in Bulgaria at the present stage is implemented in the sphere of the labour market. State allowances for active policy at the labour market are allocated in relation to the level of unemployment and declared needs of regional departments "Labour Bureau" for overcoming the regional differences in level of employment and unemployment. Municipalities with high unemployment receive the highest quotas according to the measures stated in the Law for Encouragement of Employment, programs about employment and professional qualification. The district committees of employment offer a list of the professions upon which qualification training of unemployed without ensured working place is going to be performed, taking into account the needs of employers from a particular professional qualification of the labour force in a certain region.¹⁴

Even though the goals pursued by the HRM are mainly social, it is still multifunctional sphere, closely related and dependant upon economy of the country and regions. The state of economy and growth of the GDP creates both preconditions and restrictions to the opportunities for investments in education, qualification and retraining of human resources, health services, opening of a new working place, stable growth of incomes.

Factors for Development of the Geographical Ideas on the HRM

At present stage many factors that are in favour or restrict the development and the enrichment of ideas, principals and approaches of Geography toward

¹⁴ По Национален план за действие по заетостта през 2005 г. Министерство на труда и социалната политика. С., януари 2005.

	Opportunities	Restrictions
S C I E N C E	<ul style="list-style-type: none"> • high integrative potential and integrative adjustment of the geographers, traditionally opened for collaboration with specialists from different spheres in investigation of complex territorial problems • acquaintance and utilization of methods of sociology, demography, economy of labour and other sciences in socio-geographical investigations • establishment of Master program course for Human Resources Management in FGG of Sofia University, which should be turned into a centre for generation of ideas and preparation of specialists in this sphere 	<ul style="list-style-type: none"> • no acquaintance in depth of management, financial and organization techniques, legislative and normative documents in social sphere and their application • analyses of the human resources, mainly based upon officially published statistic-demography data without additional terrain investigations • lack of detail elaborations /theoretical and applied/, which to contribute development of the geographical ideas on HRM • relatively "closed" character of the geographical investigations, results of which difficultly reach the centers for management and taking decisions
P R A C T I C E	<ul style="list-style-type: none"> • entering of conception for the HRM into the social practice of Bulgaria • voting of the Law for Regional Development in 1999 year • need for regionalization of the human resources policy required by the deepening of the territorial differences in their development • participation of geographers as experts into different national and regional projects, National center for territorial development and other 	<ul style="list-style-type: none"> • traditionally low public status of the Geography mainly considered as an academic discipline with restricted practical potential • the wide extent of the THRM causes damage to its liveliness and efficiency • lack of demographic policy in Bulgaria • low adaptation of the population in a great number of Bulgarian settlements and regions to the dynamic socio-economic changes

HRM exist. The opportunities and the restrictions toward the Territorial human resources management /as a science and as a practice/ are summarized in the table below /it is not SWOT – analysis/.

Conclusion Words

The finding of new points of intersection between Geography and the HRM, between science, management and practice is a basis for optimization of the human resources policy in Bulgaria, for more complex rationalization and coordination of policies about the labour market, education, healthcare and we hope – of the demographic policy. They have to find their place in the planning documents in the socio-economic sphere at national, regional and local level.

The Human Resources Management in the country and their regions are far more complicated and multifactor process in comparison to the management of personnel in a particular company. It depends upon complex influence of different factors /economical, social, cultural, demographical, and ecological/ which occur with different power and combination into the separate regions and administrative-territorial units. Investigators in this nascent discipline should not rely upon existing theory and methodic elaborated and confirmed in foreign science schools.¹⁵ Therefore at present stage Territorial human resources management in Bulgaria is situated into a sphere of ideas, perspectives, and potential opportunities. The activity of fundamental science is insufficient for their development, improvement and transformation into decisions and real actions. It proves to be a necessity for the society and the responsible institutes to realize and to take into account the role of the human resources as the most valuable capital for prosperity of Bulgaria and its territorial communities in a globalizing world.

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**ГЕОГРАФИЈА И УПРАВЉАЊЕ ЉУДСКИМ РЕСУРСИМА У БУГАРСКОЈ:
У ПОТРАЗИ ЗА ЗАЈЕДНИЧКИМ ИМЕНТЕЉЕМ**

Резиме

Идеја о људским ресурсима, уведена је у бугарску научну и јавну употребу 90-их година XX века. Извесно време, ова проблематика се односила на људске ресурсе у предузећима и организацијама. Међутим, како постоји тенденција да се људски ресурси могу посматрати и према територијалном принципу, могуће је применити погледе, приступе и принципе науке о географији. Људски ресурси савремене Бугарске јављају се као резултат продубљене економске, друштвене, демографске и културне различитости.

Људски ресурси представљају квалитативну карактеристику становништва или њихове посебне групе, па не би требало да буду директни предмет управљања. Фактори помоћу којих је могућа њихова динамична примена зависиће од: прихваћене политике модела друштва, од нивоа територијалног економског развоја, од природне измене и миграционих промена становништва, од социјалних циљева и интензитета развоја инфраструктуре, од ситуације у вези са екологијом и друго.

У савременој Бугарској циљ управљање територијалним људским ресурсима подразумева стварање оптималних услова за репродукцију и за прогресивну квалитативну промену социодемографске и социоекономске структуре људских ресурса, стварањем услова за рад, за зараду, здравствену заштиту и образовање у свим деловима земље.

¹⁵ Geographical elaborations about Human Resources Management are not known in English and Russian at least.