



QUALITY AND EFFECTIVENESS OF DECISIONS IN CONDITIONS OF RISK AND UNCERTAINTY IN THE MINISTRY OF INTERIOR

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Abstract

The time we live in is a time of sudden and unpredictable changes. It sets new requirements for all of us, changes the pace and way we think and act, challenges new needs and creates a new value system. The dynamics and complexity of the problems in all areas of our lives, which must be solved constantly, are growing. There are radical changes in the processes on a local, national and international scale. In the complex, dynamic, difficult to predict, non-linear and full of potential and real crises time, the basic category of "security" is gradually giving way to another, even more fundamental category - "risk". The purpose of the study' is to be shown the way of taking decisions in condition of risk in the Ministry of Interior. From now on, for perhaps a decade, if not two, we will go through a difficult period in all its dimensions (political, economic, financial, social, religious, informational, etc.). Major findings are – how we take .decisions in a volatile environment, also how the risk is avoided.

Keywords: Risk, Risk Management, Decision, Prediction of Future

INTRODUCTION

Governance in a public organization is identical to the task of creating and maintaining order. Therefore, goals are formulated in the capacity of guiding values, directives are adopted, rules are developed, structures are built, plans and strategies are made, budgets are adopted and information units are created - all activities that must ensure that employees in the organization will behave in accordance with the established procedure.

"Organization" - a term that can be judged as an action and as a result. To organize the action so that something is transformed, observing the rules for the number, order, harmony and dependence of the parts that make it up or have to make it up. When the "thing" is an organization and / or an enterprise, to organize it means to coordinate the various means (human, material, financial, etc.) that are available and to supply those of them that he misses them, or the ones he doesn't have.

The term "management" means "to lead, to govern, to apply". Of these three verbs, the first is undoubtedly the one that corresponds to the meaning of the verb "I manage" when it refers to the enterprise. enterprise or organization means to be guided, ie to be guided, to be led, to be shown the way.

Management (leadership and leadership): this is the achievement of the goals of the organization. It transfers the will from the "shell" to the "core". Some call it "decision making." Decision-making gives access to power - "I make decisions - so I rule."

However, in order to lead a structure or organization, it is necessary to develop a number of actions of different nature, such as: to decide what goals to set for implementation and how (with what strategy) to achieve; how to motivate those working in them to provide their cooperation (attention and efforts) as voluntarily as possible to achieve these goals.(Peeling, N., "The Brilliant Manager", Amat - AH Publishing House, Sofia, 2006.)

When an organization is subject to the norms of open culture, follows a strategy for change and development, then it relies on the ideas of its employees. And creativity becomes the wealth of this organization. This culture presupposes that the organization's experts are connected not only with its structure and goals, but also with the global developments in the industrial world. According to P. Drucker, "managing the creativity of innovation is a growing challenge to management skills, a key criterion for the competence of the top management of any organization."

The creative process in an organization, no matter how open its culture is to new and fresh ideas, should not overshadow the formal and customary procedures.

Teamwork is a flexible form of work organization, adequate to the high requirements of modern society. The specificity of the joint work is expressed in achieving a high result through skillful use of resources to achieve the common goal. The shared desire for success, efforts and cooperation significantly increase the result of the task. Teamwork is a highly effective technology, because the result of the achieved goal for a certain time in a specific situation is greater than the total number of individual achievements of the team members.(Sharma, R., "The Leader Who Didn't Have a Title," ed. Ex Libris, Sofia, 2010)

The processes of globalization in the world are constantly leaving new questions to organizations related to improving the quality of work, achieving greater competitiveness, optimizing the structure of the organization, etc. The need for teams is growing. Teamwork is an organizational form for performing specific tasks. Introduced when certain conditions are met, such as:

- Emerging rapid changes;
- Solving a complex problem;
- There is uncertainty in the performance of the task and there is a need to consult with other people;
- There is a need for close cooperation on specific tasks.

Nature of management decisions

Management decisions affect the goals and strategies of organizations, areas and scope of action, periods and stages of development and other important issues in the field of management. They are essential for any company, regardless of its size. These decisions determine the behavior of the organization for a long period of time. They are strategic in nature, as they set the direction of development, have a lasting impact, require change, require rational restructuring, commit significant resources and more. Management managers must make appropriate decisions for the future development of the entire organization. They must have a clear vision for the future strategic orientation, to set the right priorities in development, to establish useful contacts of the structure with other organizations, to seek consensus in solving problems. Management decisions are made in the formation, selection, implementation, control and evaluation of the strategy of the organization. These decisions affect the main activities of the organization. (Pink, D., "Motivation. The Surprising Truth About What Moves Us Forward, ed. East-West, Sofia, 2012)

The management decision-making process is almost indistinguishable from the decision-making process at all. The stages, as is known, are:

- 1 / Discovering the problem in the unsatisfactory situation
- 2 / Knowing and defining or formulating the problem
- 3 / Search and analysis of possible alternatives for action
- 4 / Choice of alternatives (decision making)
- 5 / Implementation of the decision taken
- 6 / Evaluation and control of the decision (the result of the decision).

Characteristics of management decisions in the field of security

Identified, the analysis and assessment of risks and threats play a significant role in the process of public administration. They challenge, presuppose, prepare and determine the formation and implementation of decisions related to national security. From a purely managerial point of view, decisions in the field of national security, whether taken at the individual, group or institutional level, have always been ultimately political decisions, because national security is par excellence a political issue and a category of political science central for the political life of a country. The responsibilities and requirements for them have always been very high.

In linguistic practice, two meanings of the term "decision" have emerged. In a narrower sense, the solution is the end result of choosing one of several options for action. In a broader sense, this is the whole process, which begins with the modeling of possible scenarios and the development of goals and alternatives for each of them, then goes through the choice of the final option to complete its practical implementation in fully or partially controlled conditions (Hristova, T. and team, "The 10 Golden Rules for Teamwork", ed. Ciela, Sofia, 2006)

According to decision theory, the decision-making process takes place in four phases:

- Descriptive / descriptive / - in which we collect the information we need and outline the picture of the specific problem situation, we outline the profile of the situation.
- Analytical - we analyze the situation, taking into account the impact and influence of each factor individually and the situation as a whole, we diagnose the situation.
- Integration - we identify possible alternatives and determine the criteria for their evaluation, evaluate the individual solutions and reach a consensus on the choice of one of them.
- Compositional - we formulate and document the final decision.

This process in the field of security has a special specificity. A solution that "produces security" can be considered successful, ie. which ensures and guarantees the stability of the state and society and / or the inviolability and attainability of national interests. The traditional view is that in the security system, successful solutions are those that lead to visible positive results.. (Chernova, G., A. Kudryavtsev, "Risk Management", Moscow. Prospect Publishing House, 2006)

According to the deadline, the scale and prospects for their development, decisions in the field of national security could be classified into three groups:

- Operational decisions
- Operational and tactical decisions - support and ensure the implementation of strategic goals and decisions, but are focused on concrete results in the short and medium term.

- Strategic decisions - they are aimed at achieving long-term strategic goals of society and the state.

Risk management in the formation of national security decisions is an extremely complex type of management activity, the security system itself is one of the most complex management systems in modern society. This presupposes the identification, analysis and evaluation of dynamic sets of risks and threats, factors, conditions and circumstances in their interrelation, interdependence and mutual influence in the formation of decisions in each individual time cycle, at any given moment, in a specific situation. Such a need arises constantly. In strictly hierarchical structures, such as the individual functional units in the field of security, in order to limit the risk of deviations from the set goals, as well as to carry out continuous monitoring, the responsibility for decision-making is usually shifted to higher levels. the hierarchy. The responsibility for the assessment of the necessity, expediency and legality of the decisions is graded, in view of the stupid complexity and public significance. It is important to keep in mind that in the field of public relations in any security system it is not possible in advance to create a universal, absolutely reliable and highly efficient algorithm to be used as a formula or decision-making regime. in the modern world the procedures according to which the decision is made come to the fore. Such procedures have always been implemented in the institutions in the field of security. Regardless of the form of government in their security sectors, procedures in instructions, statutes, regulations, etc. have always existed and have been applied. to channel and regulate risk mitigation actions (<http://www.kaminata.net>)

The formation of timely, successful and promising solutions requires the following basic conditions:

- Responsible strategic thinking
- High degree of controllability of the individual elements of the national security system
- Sufficient resources to ensure and guarantee the realism of the decisions
- Good knowledge of the security environment / external and internal /
- Availability of objective, up-to-date, accurate and useful information on the dynamics of the processes, on the interests, strategic and tactical goals and on the specific intentions of the risk factors
- Availability of capabilities for fast and accurate analysis for multifaceted modeling and forecasting in the short, medium and long term

In practice, this means ensuring a degree of integrity in the field of governance that allows all the necessary capabilities to be used to adequately respond to risks and threats in the field of public order and security, both in peace and quiet. in a crisis situation.(<https://www.novavizia.com>)

Approaches to research solutions

The management of the organization can be considered more broadly, as it deals not only with the adaptation of the organization to changes in the environment, but also attempts to influence or transform the environment itself. Different approaches are used in the development and decision-making in the structures and organizations: hierarchical, rational and descriptive. In the next presentation, each of them will be briefly discussed.

Hierarchical approach

This approach is also known as the "rank of decisions" and is related to the hierarchical levels at which they are made. Strategic decisions are made in unison with the company's policy. This policy is a kind of guide for guiding decision-makers. In this sense, policy decisions are characterized by the following features:

- are accepted at the highest hierarchical level;
- are relatively permanent;
- serve as a guide for other decisions made at lower hierarchical levels (tactical and operational).

Strategic decisions, which are made at the highest hierarchical levels, relate to the main goals of the company, they determine its global activities. Senior management must have the qualities of strategists. A good distinction must be made between the two concepts of "strategy" and "tactics", which refer to different hierarchical levels. Tactics are limited to establishing the behavior to be followed during the implementation of the strategic decision. For example, there is a developed sales strategy for the development of the organization, which takes into account competitive threats and facilitates management by serving as a guide, as well as to specify the relevant tactics. Such tactics can be to stimulate sales, use specific marketing and merchandising activities. All this is done in order to ensure better adaptation of the organization to the complex and evolving environment in which it operates. The difference between managers who make strategic decisions and those who make tactical ones can be described as follows:

Strategists have more time to prepare their decisions, choose their strategic goals according to the policy or mission of the company, work with options, with broad instructions (Pink, D., "Motivation. The Surprising Truth About What Moves Us Forward", East-West Publishing House, Sofia, 2012)

Tactics must ensure the achievement of the set goal and / or the implementation of a formulated mission, to make quick decisions about the course of implementation. Tactics, unlike strategists, are much more limited and have little room to maneuver. They act in the direction of

efficiency - reducing costs in terms of allowable savings, more rational organization of work and more.

In practice, it is sometimes difficult to determine which decisions are strategic and which are tactical. With regard to their differentiation, it is important to say that strategic decisions prevail over tactical ones at the highest level, while the opposite is true in the case of mid-level decisions.

Normative approach

This approach is also called the "reasonable-normative" approach. It prescribes appropriate methods of decision and has been developed by authors working in the field of "Operations Research" and statistical decision theory. The results of a particular decision depend on a variety of factors, which are grouped into two groups: uncontrollable and controllable by the deciding entity. The latter consist of alternative actions that depend on the decision maker. As they are the result of choice, in this sense they can be called "strategic". Here it is very important to differentiate between decision-making situations. They can be characterized by the following five elements

- availability of two or more alternatives, characterized by variables controlled by the entity;
- the presence of various objective circumstances, characterized by variables not controlled by the subject;
- consequences assessed by the combination of each action with each objective circumstance;
- information available to the subject about the significant consequences of each action according to the degree of probability of obtaining each of the considered conditions of the objective circumstances;
- decision criterion - the way in which the subject uses his information to determine the requirements for solving the problem, choosing an action plan or a course to follow.

Thus, through the "reasonable-normative approach" a new typology of decisions can be established, distinguishing them depending on the information that the subject has about the situation and the consequences of each action and the probability of each of the possible circumstances. According to this typology, the decisions are divided into:

- taken under the conditions of certainty;
- taken at risk;
- taken in conditions of uncertainty.

A decision is said to be taken under conditions of certainty, when the subject of the decision knows for sure what will happen.

A risk decision is said that the subject is not sure of the consequences of any possible alternative action because he does not know the future objective circumstances, but recognizes their possible conditions and the probability with which it can be presented. each of them.

It is believed that the subject of the decision is in a situation of uncertainty, when he knows the possible objective circumstances, but does not know which of them will happen, nor is he aware of the probabilities. From the statistics we know different criteria in the section decision theory: criteria of Wald, Laplace, Hurwitz and Savage, with the help of which the decision is made in the conditions of uncertainty.

Descriptive approach

As a rule, there are usually different ways to react to the same problem, ie. various alternatives, the choice of one of which is a decision. In a similar way, it can be said that a problem of the company consists in the presence of an unsatisfactory situation in which the possibility and expediency of reacting are assessed. In turn, this unsatisfactory situation is created by some deviation between what is desired and what is offered and what is actually achieved or is expected to be achieved. In this way, the problem can be attributed to current discrepancies or to pre-planned deviations.

The descriptive approach to decision-making consists in reviewing the various factors or elements influencing this process. Usually various analyzes are made here: technical, economic, time, resources, etc. are taken into account. A whole team of specialists takes part in the analyzes and diagnostics: financiers, engineers, traders, etc. Everyone gives their contribution and the complex decision taken is consensual, taking into account the different views of the specialists (Glueck, W. Business Policy and Strategic Management).

Methods for substantiation of management decisions

Strategic decisions are developed with the help of specific tools. The main methods and techniques of making such decisions are:

1. Table of the decision
2. Solution matrix
3. Decision tree

Decision table

The decision table is a structured description of possible solutions in different situations. The rules of decision reveal the causal links between conditions and actions. The table is divided into four quadrants:

- 1 quadrant - the checked conditions
- 2 quadrant - the rules of decision
- 3 quadrant - the actions taken
- 4 quadrants - performance indicators

Table 1. Table of the decision

Condition	Y	Rules	Rules	Rules
		П1	П2	П3
1	2	3	4	5
First Condition	Y1	Yes	No	No
Second Condition	Y2	Yes	Yes	No
Third Condition	Y3	Yes	He	Yes
Actions	Yes			
	Д1	X		
	Д2		X	
	Д3			X

Compliance with the condition is reported with a binary function of the type "yes" or "no". Each action to be performed is marked with the "X" symbol below the relevant decision rule. The actions are performed according to the described sequence. The decision tables allow systematic checking of each combination of conditions and actions.

Solution matrix

The matrix of the solution considers alternatives depending on the combination of conditions. It indicates the expected results in the expected situations. The solution matrix allows to consider potential solutions in four situations:

- situation A - maximum benefit
- situation B - looking for another opportunity to use the given potential
- situation C - rapid development of organizational potential
- situation D - reorientation of the activity of the organization (Almaney, A. Strategic Management, 1992.)

Table 2. Solution matrix

Factors		Perspectives	Perspectives
		Favorable	Unfavorable
Organizational Potential	Great	Situation A	Situation B
	Small	Situation C	Situation D

The decision matrix exhausts all possible combinations of decision making and provides the most appropriate one.

Decision tree

The "decision tree" is a well-known method, perhaps the most widely used in decision theory, and it describes alternative options for action, taking into account all possible conditions. Characteristic of the method is the indication of many consecutive solutions in their chronological order. It allows to determine the expected result in each branch and to choose the most appropriate solution accordingly. The sum of the probabilities coming from the same branch is equal to one. The set of possible solutions in each phase is determined by exogenous factors in the earlier phases. Each combination of decisions and events leads to some useful result with a certain probability of realization.

From the statistical methods for decision making can be indicated: additive method, multiplicative, axiomatic for multicriteria evaluation, etc.

One solution is usually a choice between many alternatives. The higher a person climbs in the hierarchy, the more equal the pros and cons between the alternatives become. When making important decisions, the manager must be based not only on the facts, but also on opinions, because in many cases one or another fact can be misleading if the correct general meaning is not taken (in context) or there are no basic, essential facts. So-called heuristic methods are widely used in managerial decision-making. They are designed to generate options for solving a particular problem, which is based on the inherent human capacity for creative thinking and creative activity in general. The right approach to decision-making is to find the root cause of each phenomenon or event. The creative decision-making process using heuristic methods is one of the important resources of organizations to ensure their competitiveness. Heuristic methods help to make decisions in the conditions of increasing complexity, dynamism as well as uncertainty of the external environment while dominating structured management problems.

The decision is the main goal, guiding and volitional moment in the functioning of management. The creative decision depends on the possibilities and conditions in the organization. Organizational culture is one in which such events are supported, encouraged and stimulated (rewarded) in every way. In this direction they also contribute: the existence of orcritical communications for free exchange of ideas, the appearance of a balanced relationship between autonomy and control over students in decision-making (<http://www.bg-ikonomika.com>).

Decisions can be classified on various grounds:

- depending on the nature of the problems and the level at which they are taken - strategic, tactical and operational;
- according to the duration of their action - one-time and permanent;
- according to its nature - the field of application - economic, technical, organizational, administrative, social;
- depending on the scale of their action - global and local;
- according to the time needed for their implementation - long-term, medium-term, short-term;
- depending on the degree of uncertainty in which they are engaged - highly structured (determined), poorly structured (probabilistic);
- on the bearer of the impact - orally dispositional, documentary-fixed;
- in the direction of impact - internal and external;
- by the way of taking them - individually and in groups
- depending on whether the decisions are clear or vague - programmed and unprogrammed:

Programmed - unambiguous, clear solutions, well-clarified problems that are usually everyday and often recurring. Such decisions can be made using a systematic procedure, rules or habits.

Unprogrammed - indefinite and not in the form of direct implementation. They are unique in nature and can not be approached in a standard way. Classification of solutions allows to express types of solutions characterized by a certain set of features and to develop a typology of the situations and their solution and especially in organizing their implementation and control over them. (Drucker, P. "The Effective Leader", Classics and Style, Sofia, 2003.)

Decision-making can be defined as a process involving information, the choice is between possible actions, their implementation and evaluation according to the achieved specific goals.

Depending on the subject who carries out the decision-making process, heuristic methods are considered in two main groups: methods of individual and methods of group creative thinking.

An important method of individual creative thinking is that of "scenario development". The essence of the method is to describe everything in detail and to make a precise description of what will help solve specific problem situations. This method is used in determining the development of the overall economic system, in the development of its policy in a given field - scientific and technical progress, as well as the provision of material resources. The lack of other possible alternatives to solve the existing problem situation is a shortcoming of the method.

The next group of methods of individual creative thinking are the so-called methods of "morphological analysis". Each specific method of this group is characterized by the consistent implementation of the following thought activities: for analysis as well as assessment of the possibilities for decision, choice of the way of decision (Пенчева, А., „Работа в екип, София, 2011 г.)

The method of "brainstorming" is also among the methods of group creative participation in wintering decisions. This method is characterized by a collective brainstorming of the problem and the mutual exchange of ideas. The discussion is carried out according to pre-determined rules in the group there are from five to twelve people. Discussions and assessments of the quality of the proposals are not allowed. The "brain tack" method does not require any formal order. Everyone speaks when he has something to say, and all proposals are systematized in a predetermined way. The assessment, selection and rejection of promising thoughts, ideas, proposals is the subject of separate discussions. Gordon and the Six Buzzing Sessions are brainstorming techniques. In Gordon's technique, group discussion is central and leading. An experienced specialist who is familiar with the problem in advance and has clarified for himself the ways and possibilities for a solution leads the discussions. This is a new and qualitative moment, which further develops the method of "brainstorming". The "six buzzing sentences" method is for group decision-making and also develops the "brainstorming" method, but in two directions:

- Creating large groups that are divided into small teams. In this way the discussion problem is discussed by several teams. This offers more different and more rational ideas for solving the problem.
- The head of the discussions is acquainted in advance with the integrity of the problem in order to be able to direct the discussions of the teams properly.

For efficient and good work in the teams and in the large group there are requirements that must be met:

- the speech of an individual participant to be discussed by all;
- if possible, each specific proposal should be dissected;
- let no one speak on behalf of all.(Georgiev, Yu., "Security Risk Management", ed. "East West", Sofia, 2015)

This method also has some disadvantages that reduce the efficiency of work:

- the great diversity and sometimes significant discrepancy in the views and behavior of the members as well as the team leader, due to their heterogeneous composition;
- the dominant participants have an undesirable influence on the individual team and on the whole group;

- participants with lower status feel uncomfortable expressing their disagreement with other participants with higher status, even if they think that their ideas and suggestions are more rational;
- often the individual participant is involved in the work of the individual team and the whole group only to the extent that he feels equally competent with the other participants (Kirov, D., "The human factor in the organization, leadership and management of labor").

One of the most common heuristic methods in management is the methods of expert assessments. They are applied in determining the objectives for solving a problem as well as in the course of discussing the variants of this decision for making a conclusion on the chosen variant in the implementation of the decision.

The goals and tasks of the expertise are determined in advance, the ways of conducting it as well as the main stages in order to create the most favorable working conditions for the experts. The main stages are usually:

- development of the expertise procedures, selection of experts, verification of their competence and compatibility;
- conducting the expertise itself and coordinating the assessments;
- summarizing all data from the expertise to obtain a single conclusion.

The Delphi method and its modifications are the most widely used of the group survey methods. This method also has characteristic features such as:

1. Anonymity of experts, which is ensured by means of special questionnaires answered individually.
2. Adjustable feedback through several rounds of consultation, usually four in number, the results of each round being known to the experts.
3. Group answer, which is obtained by using static methods for processing the results of the expertise and which characterizes the general opinion of the experts. The answers are given in numbers for each question and each expert must justify his answer (his assessment).

The nominal group technique is close to the Delphi method. Initially, this technique was used in its original form in the formation of groups preparing the decision to gather people was nominally or only by name. In its current form, this technique combines stages of indirect and direct communication. The essence of the technique is that the group of ten people gather around a large meeting table. In this technique the participants do not talk to each other, everyone writes down their idea and gives it to the specific protocol. Thus, the idea that gathered the most votes is the group decision. (<http://www.bg-ikonomika.com>)

The essence of the method "Ringi" - a low-level manager prepares a document to solve a problem that is not even within his competence. The document then goes up as managers

support (sign) it or not. recommendations and others. Written opinions are received from the manager responsible for solving the problem. He arranges and systematizes them and, based on everything, decides on the way to overcome the emerging problem.

Management decision making process

Strategic decision-making includes four phases:

1. Conceptual - focuses on the preparation of the decision
2. Research - justifies the decision
3. Selective - choice of solution
4. Implementing - implements the solution.

The conceptual phase is the conceptual part of decision making. It provides for analyzing the environment, developing forecasts, formulating goals, identifying and solving problems, defining tasks. The research phase uses the various research methods discussed earlier. Develops options for solutions and criteria for their evaluation. In the next selective phase, the selection of the most appropriate solution is made according to these criteria. The last implementation phase monitors the implementation of the decision taken, and here corrections in the decisions already taken are possible.

According to other authors, strategic decision-making is a process that has the following stages:

1. Descriptive - gathering strategic information
2. Diagnostic - diagnosing the condition
3. Prescriptive - lowering action plans and programs.

The descriptive stage is related to conducting analyzes such as PEST, SWOT and others. The internal profile of the company is decomposed at different levels: company, business, functional and operational level. Various profiles (in different sections) of the company are made: marketing, trade, finance, personnel, logistics, etc. The diagnostic stage is related to determining the most important factors that affect the development of the company. This is where the results of all strategic analyzes are applied. Opportunities and threats from the general and specific environment are diagnosed. It is very important to identify the key success factors. The prescriptive stage means developing plans to be implemented. They are mandatory for everyone in the company.

Strategic decision-making can be based on one of the following models:

Rational-analytical

Intuitive-emotional

Political and behavioral

The rational-analytical method is based on systematic, descriptive, prescriptive and other approaches. The whole set of possible alternatives is being studied. Various optimization methods are used, with the help of which the optimal decision is made.

The intuitive-emotional model is based on the intuition, experience, instinct and other personal characteristics of the decision-maker. Here, a narrower range of alternatives are considered and the appropriate solutions are intuitively sought using heuristic methods.

The political-behavioral model is based on the fact that the strategic decision is a consequence of a compromise reached between the different communities that have certain interests in the organization. Strategic managers seek consensus with various influential groups in order to secure a coalition that will unite and support the decision.

CLASSIFICATION OF MANAGEMENT DECISIONS STAGES

Management in any organization is practically realized through management decisions. The efficiency of the functioning of the organization depends on the quality of the decisions. Moreover, the correctness, validity, timeliness and purposefulness of management decisions can ensure the survival of the organization. This is largely true of a dynamically changing environment. An etymological solution means finding the right path, among several possible plans. Regardless of the decision-making approach, the necessary elements of the management decision are: purpose, problem and person or body making the decision.

Types of management decisions

Decision making is one of the most important activities that is constantly carried out by every manager (owner) of the company, of every organization. The quality of decisions depends on his ability to communicate and make decisions. It is a skill that develops and improves with the experience of making decisions in a dynamic environment where there is risk.

The solution may be to choose an alternative. Management decision-making is a more systematic process. The manager makes choices not only for himself but also for the organization and other employees he leads. Managers who are at the top of the hierarchy in the organization of companies make decisions to spend millions of levs. Such decisions have a strong impact on the development and existence of the companies they manage.

Making important organizational decisions is a responsibility and a heavy moral burden that manifests itself in management, as they contain the prospect of failure. There are different types of business management solutions. Most often, management decisions are classified as follows:

During: strategic, tactical, operational;

Scope of impact: general and private;

Repeatability: routine and creative;

Level of management: company, enterprise, commercial site, municipality, district, region;

Method of development: individual and collective;

Type of problems to be solved: structured and unstructured;

Degree of information security: secure, risky, uncertain;

Method of development: individual, collective.

Depending on the methodology for making decisions, they are: scientifically based; intuitive.

According to the scope, the decisions are economic, technical and social.

Depending on the level at which they are made, they are higher, medium and lower decisions.

According to the direction of impact, they are internal and external.

Depending on the degree of concretization, the decisions are general and specific.

According to their scale, the decisions are complex and partial.

According to the form of expression are oral, written and electronic decisions.

Depending on the type in which the decisions are transmitted are - orders, recommendations, programs, plans, instructions and more. (Georgiev, Yu., "Security Risk Management", ed. East West, Sofia, 2015).

Management decisions presuppose deep and comprehensive knowledge of the managed company, accurate "diagnosis" of its condition and forecasting its future development in order to achieve its global goal. Strategic management decisions formulate, specify, change and specify the strategy and are most closely related to it. Such may be the decisions of the board of directors of the company to restructure and renew production, to use bank loans, to create an association of various forms based on common economic interests, to accelerate the introduction of advanced production technologies and new productions. , new achievements of the scientific and technical process, to enter the domestic and international market with a competitive product, etc. As a rule, these decisions are aimed at basic, strategic problems for the development of an organization. This applies to both small and medium and large structures and organizations with large staff. Strategic decisions "satisfy" long-term socio-economic needs and regulate the company's activities for a long period. They outline the future activities of the company. Its existence and development depend on it.

A decision is strategic only for a specific organization (system), while for a higher-ranking system, the same decision can be of another order - tactical or even operational. For example, the decision to retrain workers and engineering and technical staff in the company due to the introduction of new production technology or a new product can be a major strategic decision for its scale. The same decision for the system in the structure of which this company operates can

only be tactical in nature, and in the scale of the national economy it can be considered as operational.

Tactical decisions have a range of impact in a short period (season, month). These include solving issues related to the tactical "policy" of the company - improving the technology of the management process, determining the planned tasks of company units, improving quality and more. They give a purposeful character to the practical work, regulate the course of certain activities within the parameters set in advance by the strategy, make adjustments in their implementation if necessary. Tactical decisions dominate the structural units.

Operational decisions are characterized by short-term managerial impact. They are most common in company policy and arise as a result of unexpected influences of internal and external factors. These economic situations are dynamic and require an immediate solution. They enable harmonious functioning and rapid response of all structural units. Operational decisions are characterized by a pronounced regulatory indication.

The decision-making process is intuitive, logical and rational. Often an intuitive decision is a choice based on the feeling that the choice is the right one. A decision-maker doesn't even bother to weigh the pros and cons of each alternative. He didn't even understand the situation. That doesn't stop him from making his choice. Such decisions are associated with great risk. Decisions based on logic are choices based on the knowledge or experience of the one who makes them. In this type of decision, one uses knowledge gained from previous situations. He predicts the results of the alternatives in the current new situation. Relying on common sense, he chooses an alternative that has brought success in the past. Rational decisions differ from the previous two in that they are independent of the intuition and past experience of the leader. The rational decision is justified with the help of an algorithm. The nature of the solutions largely depends on the type of problems to be solved. In the context of management decisions, problems are divided into groups, most often referred to as structured (repetitive, routine) and unstructured (new, complex). Solutions related to the first type are called programmed, and the second type - unprogrammed.

Programmed solutions deal with everyday, recurring problems, for which there is usually a routine procedure for solving them. Even when such a complete procedure is lacking, a single rule or the experience (habit) of the manager is sufficient to make a decision without spending unnecessary time or effort on it. For example, decisions about hiring a new worker or ways to check product quality can be considered programmed because they are done the same way every time.

Non-program solutions are those in which there is no ready and tested mechanism for action, as the problem is new, complex and usually has no analogue. For example, decisions to

participate in another organization, to create a new production line, or to elect a new president can hardly fit into old schemes and approaches. It is much more difficult for managers to make unprogrammed decisions. In such a situation, creativity, intuition, the ability to judge and rank many and different factors play an important role. And such qualities are the product of both accumulated managerial experience and a certain level of intellectual ability and conceptual skills.

The degree of information security determines the nature of decisions not only in terms of criteria, but also whether the information is sufficient or insufficient, whether it concerns a limited or unlimited number of factors and whether the relationship between these factors and the end result is in one or more dimensions.

Decisions from the point of view of information security are divided into three types: secure, risky and uncertain.

Stages of management decisions

The first stage - Defining and defining the problem - is the detection of problems. At this stage, the questions to be answered are: what is the problem; whether it stands for resolution; what is the goal that is set; how the problem can be solved and what the existing impacts are.

Second stage - Analysis and assessment of the initial situation. At this stage it is necessary to have appropriate and sufficient information. It should be analyzed, to identify the causes that affect the research problem, to assess the impact of the environment and the relationship and relationships with companies, banks, suppliers, customers who have direct relations with the organization and to address weaknesses in the activity.

Third stage - Preparation of options for decision making. It is the most labor-intensive and all permissible solutions must be provided using modern methods. The time for implementation of the individual decisions and their taking is also assessed.

Fourth stage - Making management decisions, it is the most important and responsible stage. The management decision is made on the basis of the evaluation of the alternatives, their comparison and the selection of the most appropriate decisions for action.

Fifth stage - Implementation of the decision. The management decision is formed in writing, and an oral order is allowed. The executor of the decision and the person who will control its quality implementation shall be indicated during the written preparation.

Sixth stage - Evaluation of the implemented decision. It is carried out after the completion and implementation of the decision as the contractor draws up a report evaluating the results.

MANAGEMENT OF THE ORGANIZATION

Strategic planning is an important tool in management decisions. Its task is to develop a plan that will guide the activities of the organization in the long run, in order to achieve its main goals. One of the most important decisions in the process of strategic planning is the choice of strategic goals. The main overall goal of the organization is referred to as the mission and is placed at the top of the hierarchical pyramid. The mission details the social status of the organization and creates a guide for determining the other goals, which are selected in a way that facilitates its implementation. The importance of the mission cannot be exaggerated, and its wording is individual and refers to the specific organization for which it is designed.

The goals enable the management to forecast and control the activity in a way that is unattainable in the realization of the individual ideas. Without such a criterion, the manager can not distinguish between activities that increase the efficiency of the company and those that destroy its value. Arnold and T. Hope argue that the organization operates without a purpose in a vacuum because it does not have the means to evaluate the usefulness of its actions. In order to make effective management decisions, the manager needs a clearly defined goal that serves as a standard in assessing the use of limited business resources and a benchmark in choosing between several strategic alternatives. Goals are an important part of the strategic management process, only when they are properly formulated, institutionalized and set at all business levels by the top management of the organization. (Kirov, D., "The human factor in the organization, leadership and management of labor", ed. Aquarius, Sofia, 2017)

Management skills

Management skills are specific skills that are needed by the managers of each organization. According to Professor H. Hinterhuber, strategic managers are mainly concerned with:

- Preparation of a vision for the future of the organization;
- The formulation of the organizational philosophy;
- Creating competitive advantages of the organization;
- Encouraging personal initiative;
- Creating appropriate working conditions;
- Harmonizing the efforts of everyone in the organization;

Strategic skills can be said to be innate, but they can also be developed. The main strategic skills are awareness of the importance of problems and timely decision-making. The main skills are competence, conceptuality, ability to work with people, professional, technical, administrative. Conceptual skills are needed in formulating strategies. Human skills are needed

to keep in touch with people inside and outside the organization. Technical skills are required to work with a computer and other office equipment. Professional skills are needed in the specific area - production, marketing, finance, etc. Administrative skills are related to planning, organizing, managing and controlling. In addition, specific skills are required at different levels of government. This requires the ability to coordinate in time and space the objectives of the different levels of government. Along with the basic skills that have been listed, analytical, prognostic, diagnostic and other skills are needed to prepare the company's strategies. Strategic skills are about dedication, competence and consistency. Specific skills are different, and so, for example, in the field of marketing, according to F. Kotler, he claims that they are focused on: products, customers, competitors and markets.

NATURE OF THE STRUCTURE OF THE MINISTRY OF INTERIOR.

The Ministry of the Interior is an executive body whose mission is aimed at ensuring the protection of citizens' rights and freedoms, combating crime, protecting national security, maintaining public order and fire safety and protecting the population. According to Art. 6, para. 1 of the LMI, the ministry performs the following main activities: operative-search; security (protection of public order; surveillance of the state border; protection of strategic sites and diplomatic missions, etc.); criminal investigation; ensuring fire safety and protection of the population; ensuring citizens' access to the emergency response services through the National Emergency Call System with a single European number 112 (SES 112); information, control (issuance, refusal and revocation of licenses; border checks; verification of documents; checks for compliance with traffic rules, etc.), preventive, administrative penal and provision of administrative services (issuance, refusal, revocation of Bulgarian personal documents, administrative services for foreigners, etc.). In order to ensure continuous and effective implementation of the main activities in the Ministry of Interior, administrative and ancillary activities are organized and carried out. The specificity and diversity of the activities determine the complex organizational structure of the ministry - about 60 main structures, most of which have territorial units. The total number of full-time employees of the Ministry of Interior is 49,838 (Art. 104, para. 1 of the Ministry of Interior). The employees of the Ministry of Interior have a different status, according to the activities performed - civil servants under the Ministry of Interior, civil servants under the Law on the Ministry of Interior and persons working under the Ministry of the Interior and the Labor Code.

Numerous structural reforms were carried out in the Ministry of Interior in the period 2007-2021. They are entirely related to the removal or inclusion of main activities and relevant structures and staff reductions. There is no established reform that focuses on the model of

management and organization of activities that directly affect the quality of decisions and the sense of "security" of citizens.

The structure of the Ministry of Interior has been brought into line with the provisions of the Ministry of Interior, the Ministry of Interior and the current labor legislation with the last structural reform in 2017. The structure fully complies with current legislation, which, however, was formed impact of public pressure rather than a given model to be pursued. The existing structure is made up of basic structures under the Ministry of Interior.

Two concepts are mixed in the structure and organization:

- an approach such as a "force" based on paramilitary principles, a centralized and highly hierarchical structure;
- approach as a structure of the state administration providing public services in the field of security and internal order.

The two concepts are reflected in two separate structural areas:

- of structures under the Ministry of Interior;
- structures of the state administration under the Labor Code and employees under the Labor Code.

As a result, the staff is divided into three groups, as civil servants - about 23% of the staff and persons employed, have lost the privileges that are given to employees of the Ministry of Interior. This creates constant tension among the staff and preconditions for a quiet refusal of the administration to create conditions for the comfort of the employees in the main activities.

Risk management in the Ministry of Interior

The risk management process should be in line with strategic and operational objectives. As the external and internal conditions in which the organization operates, as well as its objectives, may change, risk management is also a dynamic process. It is part of the overall management of the organization and should be carried out from all its hierarchical levels.

Risk management involves identifying, assessing, and controlling for potential events or situations that may adversely affect the organization's objectives, and is designed to provide reasonable assurance that the objectives will be achieved. According to § 1, item 5 of the Additional Provisions of LFUKPS, the risk is measured by its effect and the probability of its occurrence. The risk is the probability of occurrence of an event that may have a negative impact on the activities of the Directorate, which is why its management is necessary.

Risk management is a comprehensive process of identifying, assessing and controlling events or situations that may adversely affect the achievement of objectives and the implementation of the necessary control actions in order to limit the risks to an acceptable level.

Risk management is intended to give management reasonable assurance that the objectives of the Directorate will be achieved.

The legally regulated tasks determine the strategic goal of Ministry of Interior - ensuring the legality of the territory of Ministry of Interior and effective actions for prevention, counteraction to crime and protection of public order.

Monitoring and follow-up of the risk management process

Monitoring and follow-up of the risk management process are activities for constant and systematic monitoring of risks and reporting on their condition. The aim is to monitor the extent to which risks are managed successfully, ie. whether the control activities minimize the respective risks and achieve the objectives endangered by these risks and to ensure transparency and accountability in the activities of the Ministry of Interior.

The task of risk monitoring is to determine the extent to which the planned risk management actions achieve the intended result, which of the anticipated risk events actually occur, whether new probable risk events occur, whether it is necessary to review the established risk assessment procedure. The monitoring system must be organized in such a way that it is able to signal in advance the occurrence of problems so that an adequate and effective response is possible.

Risk and uncertainty in management decisions

Every human activity is subordinated to the achievement of some goal, formulated as a certain future state. In the course of achieving the goal, human activity is accompanied by many unforeseen events, and those of them that would threaten the achievement of the set goals can be identified as risks.

Risk is a potential opportunity from an event or process that may have a negative or positive impact on the achievement of the organization's goals. Usually, however, when this impact is negative, it is called "risk", and when it is positive - "chance". The risk is measured primarily by the probability of occurrence and the scale of the consequences - if it occurs.

At the same time, risk management is a culture, processes, structure and solutions that are aimed at effective risk management. The pursuit of security by intelligent beings in the course of their activities seems completely natural, and one of the possible strategies for increasing the level of desired security is through effective assessment and management of security risks. The study and management of risk also makes it possible to eliminate or reduce the uncertainty of the environment towards people and their plans, activities and projects. Risk management is also useful in its proactive nature, looking for possible difficulties and obstacles

to achieving goals and implementing appropriate strategies to increase the likelihood of success.

The dynamic and constantly changing environment places very high demands on managers in terms of decision-making for organizations and achieving their strategic goals.

Making strategic and tactical management decisions by managers requires them to comply with the basic principles and requirements of the environment - limited resources and efficiency of their use, development of different solutions, their appropriate choice, optimization of management decisions, search and use of the additional effect, utilization of the synergistic effect. They must be linked to the risk that is always present in all aspects of human activity and especially in the management of the company. Risk is a very complex and multifaceted concept with different manifestations and strengths. According to theoretical assumptions, there is a heuristic and mathematical interpretation of risk.

Heuristic interpretation of risk is involved in uncertainty and uncertainty, and it is in a state of doubt, surprise. The risk is associated with the likelihood of achieving some negative result, because expectations for the future are based on incomplete information, ie. possible positive changes in the future are uncertain. Therefore, every organization is at risk. It provides uncertainty as to whether the expected result of the decisions taken will be obtained.

According to mathematical interpretations, the risk is considered as a measure of the deviation of the result from the predetermined value as expected. Therefore, the income and the result of an investment or portfolio of investments are interrelated. This dependence is expressed as follows: higher profits are accompanied by greater risk and vice versa.

Risk management requires the following:

- To identify the main risk factors leading to its occurrence;
- To determine the connections and standardize the units of measurement;
- To make measurements and risk assessments;
- To develop dynamic possibilities for corrections;
- Take decisive action, including fallback strategies and programs;
- To control the implementation of risk management tasks.

Bulgaria is facing very serious challenges, risks, threats and dangers, some of which have been securitized, ie. they fall into the category of emergency and cannot be countered by palliative measures within normal management. Here are at least two such securitized phenomena: in the political sphere - corruption; in the field of national security - the demographic crisis, incredibly complicated by the so-called Roma problem related to the possibility in 15-20 years to face the critical situation 1 million of the maximum 6 million living in Bulgaria, to be composed mainly of antisocial, marginalized, distorted as a value system people

who expect help from the state do not contribute with nothing for the country, they have no work habits and believe that criminal behavior is justified and therefore - it is instrumentalized by them as a way of life.

So, what do we really have about the division of traditional and non-traditional in terms of the various threatening critical factors. The division of challenges, risks, dangers and threats into traditional and non-traditional should be made on the basis of a comprehensive, comprehensive and comprehensive analysis and assessment of all their basic characteristics, potentials and capabilities for escalation. As a result of this analysis and assessment, challenges, risks, dangers and threats are divided into two main types, into two main categories:

- Type 1, "traditional": old, symmetrical, low intensity, quantitative, security-related security challenges, risks, dangers, threats;
- Type 2, "non-traditional": new, asymmetric, high intensity, qualitative, essential, security-related (securitized, securitized) challenges, risks, dangers, threats.

Security is becoming increasingly risky today because: In a short period of time we moved to the Third Wave of Security - the Wave of Risk. The first was the Wave of Safety; and the Second, the Wave of Security. We are already striving to manage risks (risk means the impact of uncertainty, in the sense of uncertainty, uncertainty on the objectives of the system), ie. it is a dynamic, complex process in which the system is involved and which must be managed in order to achieve a certain level of minimized risk. In other words, all efforts are focused on risk management, because if the risk materializes, the consequences will be extremely serious. It is no longer enough to protect safety and even guarantee security, but to manage risks, which means to develop radically different sensibilities of the state and society.

The security state (the state as a producer of security) and its evolution as a result of the increase in the frequency of crisis events and their transformation from emergencies into a constant companion of society. The classical Security State has four institutional pillars - the Army, the Police, the Special Services and the Defense Industry (or the Military-Industrial Complex - MIC). The army was created to protect the external security of the State, ie. it is an armed institution for protection against external threats. The police arose to protect the internal security of the State, ie. it is an armed institution for protection against internal threats. The special services provide the information, ie. national security system software. The defense industry (MIC) produces weapons and equipment, ie. the hardware of the national security system.

In terms of probability, the risks can be defined as high, medium and low. Similarly, when assessing the impact, the risks should again be defined as high, medium and low.

The assessment of the identified risks is performed by comparing the probability of their occurrence and the impact / effect they would have. Depending on the probability / impact ratio, the risks in the Directorate are categorized into the following types of risks:

- Significant (high risk) - the risks that are highly likely to occur and have a high impact on achieving the objectives of the structure. Risks assessed as high / high, medium / high and high / medium in the assessment of probability and impact are considered significant and are actively managed by taking action to reduce them, with priority given to those identified as high / high.
- Significant (medium risk) - these are the risks assessed as medium / medium, low / high or high / low. Actions to control them are applied to them. This category may include risks that are high / low and low / high (at the discretion of management). This makes sense, because if no action is taken and high-impact risks occur, but with a low probability, this can have significant consequences. In the case of low impact and high probability, daily activities can be seriously disrupted.
- Low priority (low risk) - these are the risks assessed as low / low, medium / low or low / medium. These are risks that should be "tolerated". They should be monitored or, when taking additional action, it should be borne in mind that the costs of control may outweigh the benefits of reducing these risks.

CONCLUSION

The stated challenges and the presented difficulties aim to direct the attention of the managers to a logically connected and analytically substantiated approach, for a correct risk assessment in the security system. Taking them into account is guaranteed to contribute to a clear understanding of this process as a whole and to its place in the management of internal security. There is no universal crystal ball for risk prediction in different areas and situations. For each risk assessment task it is necessary to build a specific model, taking into account the risk events and their probabilities and consequences. After the development of such a model, the periodic reporting of the identified risks can be done with minimal effort and without additional resources, especially if there is a program implementation of process monitoring.

The success of any organization is mainly due to the quality of human resources, which it manages to attract, maintain and develop. Human resources are the "philosopher's stone" that makes each organization what it is and what sets it apart from other organizations. In today's complex and changing economic environment and the challenges associated with our membership in the European Union, more and more purposefully seek and apply methods, techniques and tools to provide qualified, motivated, highly productive and loyal staff capable of achieving the goals of the organization in medium-term and long-term perspective. Improving

the efficiency of human resource management is an important part of implementing reforms and ensuring the sustainable development of organizations. This means managing thinking objects, which is the biggest challenge in an organization. Most of the time and energy is spent on managing the people who carry out the activities of the organization

Good governance is the establishment of the legal framework and institutional mechanisms for pursuing and achieving socially significant goals, acceptable to society with full transparency by the government and accountability for public funds. Risk assessment and making adequate management decisions in the context of globalization and dynamic processes, as well as the effective management of employees in the Ministry of Interior are key factors for achieving good governance and public recognition. The principles on the basis of which the Ministry of Interior must organize its activities are analogous to the European principles of good governance, namely:

- Legality - management and actions of the administration, guided by the Constitution and the law.
- Reliability and predictability - actions and decisions of the administration aimed at eliminating arbitrariness and leading to legal certainty.
- Openness and transparency - management and administration, accessible for external monitoring and control.
- Accountability - clearly defined rights and obligations of the institutions and accountability to society, which create conditions for transparency at all levels of government
- Efficiency - management that ensures the successful achievement of strategic goals and solving society's problems.
- Efficiency - management that maintains a good balance between resources used and results obtained.
- Partnership - development of national policies with the broad participation of social partners, representatives of the private sector and civil society.
- Coherence - strict internal logic and interdependence of developed national policies, which makes them understandable to citizens.

The only way to meet the above requirements and challenges is to create an administration that is flexible, communicates well, is well coordinated within itself and is led by well-motivated and trained leaders. It must be able to manage its full potential to solve society's problems. It is necessary to restore the trust of the citizens, but also the trust of the employees in the Ministry of Interior, in order to be able to achieve the long-term goals in the common national interest.

In conclusion, the science of risk is gradually being integrated into the science of security, the parent science. This is a natural and logical process. To paraphrase Georges Clemenceau's view that "war is too important to be left to the generals," we would say that "Risk is too complicated to be left to risk managers." (Goldrat, E and Jeff Cox, The Goal of Continuous Improvement, ed. Rexintegra, Sofia, 2013)

Risk management is not just technology and calculations, it has claims to science and it has elements of science, but in fact it is a sub-science, only a part of security science, it is private and specific to it, and it is general. and the abstract.

The Ministry of the Interior must combine hierarchy, because it is still structured legally, with networking - in order to be able to give an adequate and flexible response to new risks.

But the Ministry of Interior cannot cope with the new risks if it does not adopt new approaches, methods and means and does not start to "network".

In today's complex and risky global world, which has built an effective hybrid organizational network, it will win the strategic initiative. The first steps towards "networking" are the following:

- (1) as much as possible to "flatten" the structure;
- (2) not to create new hierarchical levels;
- (3) to focus primarily on coordination and decentralization, as well as integration and consolidation efforts (Georgiev, Yu., "Security Risk Management", ed. "East West", Sofia, 2015).

This means striving for structures whose hierarchy is lower-level and flatter, gradually moving to a network architecture that is optimally decentralized, with the least necessary hierarchy and with the most adaptive configuration. Such a hybrid organizational network must pro-actively change its thinking, follow the new trends in strategic design and management, ie. to move from "ability-based strategies" to "goal-based strategies".

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