

**Cite This Article:**

Usheva M. Team and teamwork in modern european HR management [Online] // *Economic Processes Management: International Scientific E-Journal*. 2016. № 2. Available: [http://epm.fem.sumdu.edu.ua/download/2016\\_2/2016\\_2\\_4.pdf](http://epm.fem.sumdu.edu.ua/download/2016_2/2016_2_4.pdf)

Received  
April 5, 2016

Accepted  
May 15, 2016

JEL Classification: M12, M5

**TEAM AND TEAMWORK IN MODERN EUROPEAN HR MANAGEMENT**

**Usheva Mariana**

*Department of Management and Marketing, Faculty of Economics,  
South-West University of Neofit Rilsky, Bulgaria*

*One of the major issues occurring in every contemporary organization is the issue of the efficiency of work and obtaining maximum results from work done. Most often when the issue of increasing the efficiency of work is laid the question of teams and teamwork in various projects of the company comes to the foreground and frequently no proper differentiation is made between a “group of people” and a “team” and this brings to a large number of misunderstandings of managers and employees with regard to the designation and benefits of team organization of work. There are clear traceable differences between the perception of the concept of “team” and the implementation of teamwork by European and Bulgarian companies and it is good to make the differentiation between them with a view to the HR management.*

**Key words:** team, teamwork, HR management.

*„Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.”*

**Patrick Lencioni**

**Introduction.** One of the major issues occurring in every contemporary organization is the issue of the efficiency of work and obtaining maximum results from work done. As far as the decisions of every manager affect the employees' interests, such decisions should be well grounded and aimed at the most rational and reasonable performance of assignments and

achievement of goals<sup>1</sup>. Most often when the issue of increasing the efficiency of work is laid the question of teams and teamwork in various projects of the company comes to the foreground. The selection of a team and team leader is an essential and responsible activity on which the success or failure of a project depends<sup>2</sup>.

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<sup>1</sup> Stankova, M. (2007). Market Impacts on the Competitive Power of the Tourism Product. Univ. Publ. Neophyte Rilski, Blagoevgrad, p. 89

<sup>2</sup> Filipova M., Peculiarities of Project Planning in Tourism, *Perspectives of Innovations Economics and Business /PIEB, International Cross-*

A position is maintained that human resources are among the major factors for the achievement and maintenance of a sustainably high level of competitiveness and thence for prosperity of an enterprise<sup>3</sup>. At the same time the development of technologies, globalization and intensified competition at the labour and product markets are factors for non-conventionality of the strategies for the improvement of human resources use<sup>4</sup>.

Regretfully often no differentiation is made between a “group of people” and a “team” and this brings to a large number of misunderstandings of managers and employees with regard to the designation and benefits of team organization of work.

It should be noted that the team is not only an aggregate of people (employees, colleagues, partners) who work together. For example, people working in the same department or even in the same room are not compulsorily a team. Actually these people may give no extra benefits to their organization in terms of increased production rates, creativity, quality or fastness of work. Therefore not every group of people makes a team.

A group of people is named a “team” only in the presence of particular characteristics:

- A mission;
- A common goal – most often a big one, of importance for the organization (shared vision of the goal);
- A special occasion, reason, need for gathering a team;

- Willingness for work in cooperation under a particular project;
- The tasks and assignments are distributed between the team members and in time (the members know what will be done, who will do it and the time framework within which it is to be done);
- Trust (the participants in the team trust each other), non-formal contacts are established among the team members (for long-term teams);
- The team members support and stimulate each other, recognize and celebrate their colleagues' success;
- The team members freely share ideas, comments, opinions;
- Interdependence between people in the performance of a particular assignment;
- The decisions are made together and with a consensus;
- The differences are tolerated, accepted, fostered and utilized;
- Experimenting and risk taking are stimulated. The team members are flexible – ready to change the preliminary plan and established scheme according to the circumstances;
- Personally directed criticism is avoided (ideas are criticized, not people), as well as labeling;
- The team members care not only of their own development, but also of the development of their colleagues in the team.

In general the orientation is onto resources (individual and team), past successes and future planning, and not on the deficits (faults), failures and analyses of the past.

**Analysis and discussion.** The attempt of the Volvo managers who changed radically the organization of work in one of the company factories in the 1970s is considered the beginning of teamwork in

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*Industry Research Journal*, Prague, Czech Republic, Vol.4, Issue 1, 2010, p. 57

<sup>3</sup> Dimitrova, R., R. Vladov. The Flexible Strategies for the Use of Human Resources: a Chance to Improve the Competitiveness of the Organizations in the Information Technologies Sector. Management and Sustainable Development, vol. 47, issue 4, 2014, p. 23

<sup>4</sup> Ibid., p. 25

Europe. By that time the typical units of the factories were the gangs managed by a formally appointed leader. Within the light of the customers' decreasing trust in the company resulting from the poor-quality work, and the irresponsible attitude to work and technological discipline, Volvo managers took a decision to established the so-called "autonomous groups" to replace the formal gangs of workers. They worked in a different manner, for example, the participants in the autonomous groups resolved themselves their internal issues of discipline and quality of work without waiting for the management's orders. The teams were already in charge of the quality of what they produced, i.e. the responsibility was not taken fully only by the direct supervisor. Later the company introduced also a system of remuneration bound with the end results of the autonomous group. The example of Volvo was followed by Olivetti, SAAB, Philips, Fiat Auto, Toyota Motor Company, Fasson France, Grupo Luis Simoes, Nokia, SOL Services, Crysler Corporation, Florida Power, Rodney Hunt Company, San Diego Zoo, Fritto Lay, Ciba Geigy, Hewlett-Pakcard, General Electric, Brabantia Solid Company, Texas Instruments Europe Company, Avery Dennison and others. This way these autonomous groups became the predecessors of the nowadays teams. In its essence the team is a group of two or more persons working together to achieve a common objective. The two major elements of the team are interdependence and shared goals.

Nowadays a team means not only "good relationships" or "understanding between people" who resolve their internal issues with discipline and quality of work, but **a working unit with a respective status in**

**the company.** Perhaps the most comprehensive definition of a team is found in the work "Efficient Communication and Teamwork"<sup>5</sup>: „**The team** is a derived unit of a small group and constitutes a target-formed association of people united for the performance of a particular task exceeding their individual abilities. A team means a high grade of division of labour, mutual complementation of the members and excellent co-ordination based much more on the imperative of the goals and activities than on the dictation of the formal authority. Being a small group in which the individuals expend their labour the team is a unity of face-to-face interacting individuals, at which everyone feels his membership and the association of the others and participates in a co-operative activity to achieve a common objective set to the unit. In this process people interact, influence each other, exchange information, confront each other, observe norms, make common decisions.”

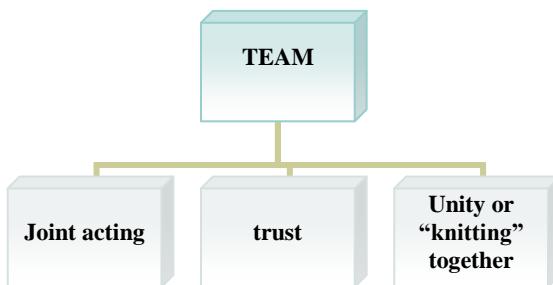
According to the same work the team is a kind of a relatively constant group gathered for regular performance of a particular circle of tasks and supposing the combination of activities of the individuals taking part in it. The team performs and bears responsibility for the performance of the basic activities.<sup>“6</sup> The team has three essential aspects<sup>7</sup> (Fig. 1):

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<sup>5</sup> The work is developed under the Project "Building the Capacity of the American University in Bulgaria's Employees to Improve the Quality of Work and Interaction with the Administrative Authorities and other NGOs", financed under "Administrative Capacity" Operational Programme co-finances by the European Union through the European Social Fund, p. 3 ([http://www.aubg.bg/sofia/RapidASPEditor/MyUploadDocs/2\\_handout\\_team\\_work.pdf](http://www.aubg.bg/sofia/RapidASPEditor/MyUploadDocs/2_handout_team_work.pdf))

<sup>6</sup> Filipova M., Peculiarities of Project Planning in Tourism, *Perspectives of Innovations Economics and Business /PIEB, International Cross-Industry Research Journal*, Prague, Czech Republic, Vol.4, Issue 1, 2010, p. 58

<sup>7</sup> Ibid., p. 3-4



**Fig. 1. Essential aspects of a team**

The teamwork is prioritized as established by the personal qualities of each individual and categorically determines the team communications and the overall relationships as a foundation of a qualitative work. The organizations acquire more and more the pattern and nature of structures centered on the teams. Alluding to the organization of the future Peter Drucker defines it as "less advocates, more information and form of work structured around the team". In a typical situation the teams usually provide better performance than this of an individual. This is valid for the cases in which the operative task requires a variety of skills of different natures, a versatile experience and broadness of thinking. The two most popular types of teams are the *multi-functional* and *self-managing*. The modern HR management expects and requires from the efficient manager to demonstrate good skills in the field of team management. The successful leadership is said to be "knitting together individuals with different past, experience, personal qualities and transforming this unity into a productive work group" (Dyer, W.G.q 2001)

It can be said that the modern European companies manage to combine with a sufficient skill the individual and group work with the teamwork. They are convinced that the teamwork has no

alternative, in the cases when issues occur with competitiveness and organizational efficiency. Such examples are companies like Board na Mona, Vitae, Multiasistenzia, Fasson, Fiat Auto, Texas Instruments Europe, VSFL, Netwerke Service, PC Systems, Leicester Royal Infirmary, Brabantia, SOL Services, Nokia, Nota, Bonas Machine Company, Richard Sounds, Telepizza and others.<sup>8</sup>

Regardless of the European tradition in team-working, a competent report of the European commission on labour states that many European companies still require renovation of the forms of labour, incl. of a more intensive use of teamwork. So more as with the growing unemployment<sup>9</sup> the team working skills are among the most emphasized and required by the nowadays employers. It is comprehensible as the authors of the European Commission Report<sup>10</sup> state that regardless of the positive signals the companies still prefer to hire employees for part-time or temporary jobs as they are not sure in the sustainability of recuperation. Therefore it is very important to use the different types of teams. Here we shall give a list of the most widespread ones<sup>11</sup> (Table 1):

<sup>8</sup> Information source: <http://www.websita.com>

<sup>9</sup> „Bulgarian labour market is an inert one with low employment rate and high unemployment rate. The number of employed persons in year 2014 was smaller by approx. 13 % than the record levels in year 2008.” (Source: National Report for Bulgaria for year 2015 covering a thorough review of prevention and correction of macroeconomic imbalances, published at

[http://ec.europa.eu/europe2020/pdf/csr2015/cr2015\\_bulgaria\\_bg.pdf](http://ec.europa.eu/europe2020/pdf/csr2015/cr2015_bulgaria_bg.pdf)

<sup>10</sup> [http://www.labour-bg.net/index.php?option=com\\_content&view=article&id=512:2011-11-14-11-44-14&catid=15:2011-09-02-13-17-06&Itemid=10](http://www.labour-bg.net/index.php?option=com_content&view=article&id=512:2011-11-14-11-44-14&catid=15:2011-09-02-13-17-06&Itemid=10)

<sup>11</sup> Information source for the table contents: <http://websita.com/17.html>

**Table 1. Types of teams**

<b>Work team</b>	One of the most frequently used team. A work team is useful when, for example, the daily and continuous production of a particular product or service is required.
<b>Project team</b>	Such a team is created in order to achieve a particular often one-time result. A project team is useful when, for example, the objective is to create a new product.
<b>Parallel team</b>	It is created when the quality of work processes needs optimization in order to improve the coordination, etc. It resembles a project team but the result pursued by the parallel team is not as tangible as the development of a new product. A project team is necessary when some problem is to be resolved without changing fundamentally the structure of the organization.
<b>Managers' team</b>	It consists of managers coordinating and synchronizing all the interdependent structures of an organization (teams, work groups, departments, shops, gangs). The managers' team has the task to provide resources and directions for the achievement of the organization's strategic goals.
<b>Informal team</b>	It consists of people with common interests and objectives. The participation in such a team is voluntary, the number of the team members varies in time and there is no clearly outlined borderline between the team and the organization. The informal team often transforms into a parallel or project team.

Recently it is frequently talked of a new type of work groups – the so-called virtual teams – a purposefully established group of people united for the performance of a particular assignment exceeding their individual capacities (often they are representatives of the IT sector or talented employees united for a special project but preferring to work from their home office). This is mentioned also in the position of R. Dimitrova and R. Vladov according to whom in looking for opportunities for a better use of human resources many theoreticians and managers turn their eyes to the flexible strategies for the use of human resources, one of which is the so-called “flexible groups”<sup>12</sup>.

It should be noted that regardless of the large use of teams by the modern HR management, neither in Bulgaria, nor in the other EU-countries the speed of introduction

of new manners of work is reported as satisfactory, teamwork included. According to the report of the European commission on labour such a dissatisfaction is determined by several reasons in business environment in Europe (including in Bulgaria) that require urgent managerial actions for the change of the organization of work, too<sup>13</sup>:

- Liberalization of markets;
- Globalization of competition;
- Introduction of new technologies of production;
- Need for lightning speed response by the part of the companies when their market shares are shrinking.

In other words Europe does not rely only on its 30-year tradition to work in team, but takes into account the presence of very serious reasons for the use of new manners of work. The teamwork, of course, is the underlying one, as it is a guarantee for the improvement of indicators as competitiveness, efficiency, market shares.

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<sup>12</sup> Dimitrova, R., R. Vladov. The flexible strategies for the use of human resources: opportunity to improve the competitiveness of the organizations in the sector of information technologies. Management and Sustainable Development , vol. 47, # 4, 2014, p. 24

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<sup>13</sup> <http://www.websita.com/1112.html>

In nowadays team-orientated society in terms of work the role of the individual is to contribute to the overall success of the organization. And the successful performance of this role depends directly on one's present and future professional success. The realization of this dependence is already observed more and more frequently in the contemporary Bulgarian employees.

Before studying the most frequent new forms of labour in the European companies, we shall discuss the *differences between the European and Bulgarian perceptions of the concept of a “team”*. In our opinion these differences apart from all the external factors influencing at individual and professional level, are based also on the ethnopsychology of the Bulgarian employee regardless of his willingness to open to the world. The project teams are often incidentally organized (or only on the occasion of the development and submission of some project documentation) and after that everybody again turns back to his/her individual assignments until the next organization of a team. A highly efficient team is characterized by a common goal, together with a constant interdependence of its members, specific team structure and mechanism of work, often with institutionalization in the structure of the company.

According to Katzenbach and Smith<sup>14</sup> (1993) the team and the team work have great advantages if compared to the individual and group work: results from the activities which are not within the powers of either of the individuals or groups of individuals within the company. This is about, for example, the creation of a specific team product (a conception, innovation, large-scale project, etc.), a large contribution to the efficiency and competitiveness of the company or a serious personal and professional development of the members of the team as compared to the other employees of the organization. And for these specific peculiarities of team and teamwork they are the focus of attention of the HR specialists and all the managers.

According to the researchers<sup>15</sup> there are two major differences between the teamwork in the European and Bulgarian companies. They should be taken into consideration to create favourable conditions for teamwork within the Bulgarian companies for providing an efficient process of management of changes keeping the balance between the traditions and innovations.

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<sup>14</sup> Katzenbach, J. R. and Smith, D.K. (1993), The Wisdom of Teams: Creating the High-performance Organisation, Harvard Business School, Boston

<sup>15</sup> See: article of [SimeonHristov](#) and [TodorHristov](#) „The Teamwork in Europe is a Fact. And What are We Doing?” - <http://www.websita.com/1112.html>

**Table 2. Differences between teamwork in Bulgarian and European companies**

Difference	Europe	Bulgaria
<b>The understanding of teamwork</b>	<p>Perceiving the option to work individually and in group, as well as in a team.</p> <p>The teamwork is introduced and maintained in the company in the name of the attainment of some bigger objectives (or on a special occasion, for example, the increase of the indicators of organizational efficiency).</p>	<p>Identifying the functional department with a “team”.</p> <p>A functional structure with functional departments, incidental organization of a manager’s team.</p> <p>Organization of a project team most often in the cases when it is necessary to speed up the innovations in the company.</p>
<b>Approach to introducing the teamwork</b>	<p>In the European companies the introduction of teamwork is preceded by a set of managerial actions – decreasing the levels of hierarchy, decentralization, readiness to empower the teams, a special approach to gathering participants for the team, institutionalization of the team within the company structure, changing the manners of training, assessing and rewarding the team.</p>	<p>It is assumed that the teamwork is something ordinary existing by itself, that it is enough for the people to respect and help each other and that in fact this makes a “team”. There are companies saying they work in a team, but, in fact, people perform their usual individual assignments (as per job description) and in the best case they show respect and consideration for and help each other.</p>

### **New Forms of Labour in the European Companies and Teamwork.**

The new forms of labour cover various new manners of work in and management of the company in order to provide high achievements by competitiveness and efficiency indicators taking into consideration the new conditions (for the reasons specified hereinabove).

An extra argument to their benefit is

that some of the traditional forms of labour that were useful in the age of Taylor, Weber and Fayol have lost some of their functionality under the contemporary conditions.

We shall review the forms of labour specified as “new” ones, i.e. more appropriate for the conditions of the business environment of nowadays than the traditional forms of labour. They are presented in the following table<sup>16</sup>:

**Table 3. Organizational structure**

Form	Contents	Exemplary companies
Business units, team structures, flat structures are more and more widely used instead of the traditional functional and product structures. They are much more flexible in the mobile and unpredictable environment of nowadays.	Business units focused onto particular part of the market or onto particular processes, allow faster response towards the market than the traditional functional structure.	Board na Mona, Vitae, Multiasistenzia, Permastellisa
	Structures built up by various types of teams instead of functional departments. The teams as differed from the functional departments work based on the principle of self-governance.	Fasson, Microsoft Ireland, Brabantia, Fiat Auto, SOL Services, Texas Instruments Europe, Brabantiaq, etc.

<sup>16</sup> The tables are structured based on information from the source: <http://www.websita.com> (article of [SimeonHristov](#) and [TodorHristov](#) „The Teamwork in Europe is a Fact. And What are We Doing?” - <http://www.websita.com/1112.html>)

The companies listed hereinabove, as well as many others choose the *business unit* as a foundation of the modern organizational structure and owing to this choice of theirs they manage to maintain a good level of customer servicing. We shall now review the elements of team organization:

- Reduced hierarchy (in some companies there is almost none);
- Interactive employment relations expressed by constant cooperation and coordination;
- Unlimited access to information (financial status, markets, competition, consumers, etc.) for every employee with regard to the performance of his/her work assignments and with the possibility of involvement in resolving the current problems of the company;
- Interactive work environment including the internet and mobile connection with every employee;
- An option to work at a place other than the company building.

According to the researchers apart from its obvious advantages the team organization performs one more important task – it stimulates two key factors – flexibility and knowledgeableness in work. In fact it is the flexibility that underlies the success of one of the most successfully developing branches in Bulgaria – the tourism. „It should be noted that in tourist attendance the role of the human factor is a leading one and therefore professionalism, high culture of attendance and adaptivity are required.”<sup>17</sup> Therefore these factors suppose the absence (or the minimum presence) of barriers between departments and employees of different status within the organization; the possibility for each employee to undertake actual initiatives and to participate in projects and resolving problems of significance for the organization; optimization of expenses for managerial staff<sup>18</sup>, establishment of benevolent and positive emotional background; stimulation of leader’s skill and talents of every employee; provision of opportunities for personal and professional development.

**Table 4. Methods of work**

Form	Contents	Exemplary companies
Flexible and less hierarchical methods of work	<p>The use of flexible work hours, as well as the removal of borderlines of the strictly fixed positions.</p> <p>The European companies organizing seasonal sales take advantage of the flexible hours of work – employment contract for number of hours worked. By employing their employees under such a contract the companies have the opportunity to keep their competitiveness.</p>	Leicester Royal Infirmary, PC Systems, Fasson etc.
Removal of the borderline between the positions	<p>Rotation and using employees with multi-functional skills for work</p> <p>Redirecting employees with multi-functional skills from one position to another practically means a behaviour of cooperation and teamwork.</p>	

<sup>17</sup> Kyurova, V. Issues of Preparation and Training of Staff for the Development of Entrepreneurship in Rural Tourism – Management and Sustainable Development, University of Forestry, # 1-2, 2005, p. 443

<sup>18</sup> In Netwerke and Richard Sounds, for example, there are only three managerial levels from the CEO to the customer.

The practice shows that the new methods of work are extremely successful and much more economical. One of the reasons is that in the more and more dynamical daily routine many employees prefer working at their own homes and the provision of such opportunity combined with flexible workhours results in greater productivity and efficiency of work particularly with regard to creative jobs and talented employees.

And the removal of borderlines between the positions within a company provides the employees with a peculiar

freedom of personal development and increases their motivation and loyalty to the company.

More and more HR managers are starting to appreciate the modern credo: “People underlie the successful companies. Companies taking care of the specific needs of their staff always enjoy loyal and motivated employees.”<sup>19</sup> And the new methods, like, for example the above-mentioned variant of building a virtual team, may contribute to the employees’ comfort, even in the traditional individual work.

**Table 5. Business Practices**

<b>Form</b>	<b>Contents</b>	<b>Exemplary companies</b>
The programmes of total quality management, the programmes of customer care, zero defects, accreditation under the ISO systems, the programmes for continuous and sustainable improvement of work at every work place.	These are special “tools” for sustainable improvement of the product quality and extension of the companies’ business. They are implemented through the establishment of project, managers’, parallel and informal teams to introduce the respective programme and to continue working under it further on.	Bonas Machine Company, Brabantia, SOL, Texas Instrument Europe

The new business practices have been applied for sufficient time in Bulgaria, too, but the most recent researches show nuances in their use. With regard to the mechanisms under which these practices are implemented into the operations of the modern Bulgarian companies, for

example, a clearly traceable direction to a growing role of the human factor is observed (together with its needs and abilities) and its commitment to a sustainable improvement of the quality of products and services supplied by the company

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<sup>19</sup> Yaneva, D., Work Salary – a Motivator of the “Complete Man”, Economics and Management Magazine, “N. Rilski” University Publ., # 3, 2006, p. 57

**Table 6. Culture and Training**

<b>Form</b>	<b>Contents</b>	<b>Exemplary companies</b>
New cultural values like “closeness to the customer”, “care for the customers”, “product quality”, “innovations”, “teamwork”	A series of European companies realize that it is not possible for them to be competitive and efficient in the new conditions of global competition and increased finicality by the part of the consumers, without following new cultural values, including with regard to the corporate culture.	Brabantia, Fasson, SOL, Texas Instruments Europe Company, Nota, Nokia, etc.
Growing investments in training	Fostering the employees to take part in various training and educational programmes. The focus of employees' training and development is changed.  The stress is put onto the employees' opportunity to define themselves their needs for development and training.	Richard Sounds and Transporters Luis Samoes

Cultural changes are outcomes of a long and complex process that sometimes requires even the change of the generations in order to be accomplished. „The change of values underlies the cultural changes. Furthermore, the culture itself becomes the substantiation of values.”<sup>20</sup> The dynamics of modernity however imposes much greater intensity and expeditiousness of these problems. That is why the cultural changes are implemented through a long-term training, mentorship and tutorship, change of the systems of rewards, looking for, recruitment, selection and retention of the efficient employees, identification and stimulation of the talented employees, etc. In fact, it should be noted that recently a very interesting trend has occurred with regard to the talented employees. "More of the small and medium enterprises do not manage to find resources for attracting talents that is the major factor of success and a source of a competitive advantage. The co-operation between competitors which has been considered paradoxical until recently is

an opportunity to find the exit from this situation"<sup>21</sup>.

Investing in the employees' training is assumed a new manner of work by the European companies, perhaps, because of the realization of the need for better competitiveness on the labour market; the need for developing new in principle skills and habits supporting the employees in the performance of their particular work tasks. Therefore the companies provide funds for the development and training of their employees and their investments are considered significant for the company management as a guarantor of success in the new business conditions in Europe and throughout the world. The new corporate culture and various trainings also support the employees' teamwork in the conditions of nowadays. Apart from that we have to remind that in the age of the so-called “Economy of knowledge” “the entrepreneur company producing economic value – profit – is transformed into a social-entrepreneur

<sup>20</sup> Filipova, M., Corporate Culture and Leadership Style, “Neophyte Rilski” Univ. Publ., 2015, p. 17

<sup>21</sup> Atanasova, A., R. Vladov, Joint Creation of Value through Exchange of Cadres within a Cluster Group of Companies in the IT Sector , 2014, 11<sup>th</sup> International Conference “Intelligent Specialization of Bulgaria – June 2014” of International Higher Business School – Botevgrad, p. 155-168

organization, organization based on knowledge and intelligence whose corporate culture is directed to cooperation, tolerance, teamwork, education, tutorship, training, implementation of electronic-network links – blogs, Facebook, etc.; opening a work place “at home”, flexible work hours; development of scientific and research partnerships, intercompany channels of scientific and research projects, and others”<sup>22</sup>

At the end we should also note that the major components of corporate policy playing an important role and of significance for establishing and functioning of united, creative and efficient teams, are, as follows:

1. Restricted administrative methods for influencing the staff instead of uniting it around the corporate values adopted by the management, i.e. the corporate values have to reach to the people in the company and to be adopted by them.

2. Giving up the dominance of disciplining systems of labour (employment activities) in the company and their replacement by democratic “humane” systems and mechanisms, i.e. systems that give scope to knowledge and initiative of the staff members.

3. Active involvement of the staff members in the preparation and implementation of the corporate goals, i.e. their active commitment to the company undertakings, including of changes required and the people’s striving to identifying themselves with the company.

4. Setting-up and strictly following the principles of budgeting in the company, i.e.

orientation to cost management, at which the staff’s (resp. team’s) contribution in the optimization of expenses is rewarded equitably.

5. Long-lasting involvement of the entire staff (particularly at “team” level) in the achievement of quality in all its aspects in the work activities and the outcomes thereof.

6. Achievement and maintenance of a multi-ground motivation of the staff – multi-ground in terms of scope and duration of influence.

When such a corporate policy is followed we can talk of new ways of Human resources management. They include taking into consideration the individual and team results and binding the remunerations to them. Researches prove also enhancement of personal satisfaction and motivation as a result from the qualitative and fruitful teamwork. That on its part brings to the improvement of the company competitiveness and efficiency.

In **conclusion** we have to remind that one of the internal needs of the individual is the interaction with others. In fact, all our history is based on the actions of people making efforts to overcome their ego and to work together in the name of a common goal. A goal that may include both personal and professional growth, as well as transformation of environment into a better and more comfortable one. We believe that these goals have not changed much throughout the years. And that is traceable in the business conditions of contemporaneity. Therefore we are convinced that the efficient team is fully implementable and feasible when the corporate policy regarding team management, the manager’s work and the members’ involvement work together and are precise to the maximum. The more so as

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<sup>22</sup> Rinkova, S. Institutionalization of Business Processes within the Context of Human Potential Development, Entrepreneurship Magazine, SWU – Blagoevgrad, # 3, 2015, p. 230

in the modern forms of human resources management the availability of exquisite organizational culture is among the major requirements to every participant in the employment relations.

Every organization aims at the achievement of success. To that end the proper strategic goals are to be set and the ways and means for their achievement are to be determined. This requirement covers also the development of an appropriate organizational culture to guarantee the successful adaptation and integration of the organization to the surrounding environment.

The manager has to realize that the establishment of a good team means making purposeful managerial decisions and undertaking actions to unite the people and

to stimulate their transformation from a “group of employees” into a highly professional, efficient and adaptive team. Teamwork is a process undergoing various stages of development and requiring many efforts by the part of the management. Apart from that the establishment of a successful functioning team is not enough. It is very important to maintain at a highly professional level the adaptivity and harmonious balance among the team members. The clear realization that the efficient teams and the teamwork properly organized and controlled by the manager underlie the success and development of companies is the guarantee that the organization may deal with the current and coming challenges on long-term basis.

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