

**THE INTERCONNECTIONS OF THE CONCEPTS OF THE  
NEW PUBLIC MANAGEMENT AND THE GOOD  
GOVERNANCE AND THE FORMATION OF THE E-  
GOVERNANCE**

The article deals with the theories and concepts that have made the most significant contribution for the understanding of the information in the modern world. The interconnections of the concepts of New Public Management and Good Governance and the formation of e-governance were detected. The general thoughts of the author find that the e-governance should be seen rather as a new tool for the solving of a large extent, the same tasks that put the concept of New Public Management and Governance. In this regard, the concept of e-governance stimulates the introduction of new organizational models, transformation processes and continues past reforms in public administration.

**Keywords:** information, information society, informational-communicational technologies, governance, e-governance, the concept of the the New Public Management and Good Governance.

**ВЗАЄМОЗВ'ЯЗОК КОНЦЕПЦІЙ NEW PUBLIC  
MANAGEMENT I GOOD GOVERNANCE ТА ФОРМУВАННЯ  
ЕЛЕКТРОННОГО УРЯДУВАННЯ**

В статті розглянуто теорії та концепції, які внесли найвагомійший вклад в розуміння інформації в сучасному світі. Визначено взаємозв'язок концепцій New Public Management і Good Governance і формування електронного урядування. Основна з думок автора, що електронне урядування потрібно розглядати, швидше, як новий засіб для вирішення, значною мірою, тих же завдань, які ставили концепції New Public Management і Governance. У зв'язку з цим концепція електронного урядування стимулює впровадження нових організаційних моделей, трансформаційних процесів та продовжує колишні реформи в сфері державного управління.

**Ключові слова:** інформація, інформаційне суспільство, інформаційно-комунікаційні технології, державне управління, електронне урядування, концепції концепцій New Public Management і Good Governance.

**ВЗАИМОСВЯЗЬ КОНЦЕПЦИЙ NEW PUBLIC  
MANAGEMENT И GOOD GOVERNANCE И  
ФОРМИРОВАНИЕ ЭЛЕКТРОННОГО УПРАВЛЕНИЯ**

В статье рассмотрены теории и концепции, которые внесли весомый вклад в понимание информации в современном мире. Определена взаимосвязь концепций New Public Management и Good Governance и формирования электронного управления. Основная мысль автора, что электронное управление следует рассматривать, скорее, как новое средство для решения в значительной степени тех же задач, которые ставили концепции New Public Management и Governance. В связи с этим концепция электронного управления стимулирует внедрение новых организационных моделей, трансформационных процессов и продолжает прежние реформы в сфере государственного управления.

**Ключевые слова:** информация, информационное общество, информационно-коммуникационные технологии, государственное управление, электронное управление, концепции New Public Management и Good Governance.

**Statement of the problem.** The rapid spread of ICT in the last decades of the twentieth century was the basis of new theories of social development and transformation processes in management.

Answers to the production of the optimization options functioning of political systems, improving efficiency of management activities, achieving the involvement of citizens to the regulation of political life lies in a correct understanding of the essence of these transformation processes.

The transformation processes change not only the information environment and serve as an impetus to economical development, but also are a kind of gradual transition to a new type of social organization of society and concepts of management.

**The analysis of the recent research and publications.** Basis for the Political Research of ICT is more general theories which are outlined in the works of D.Bell, M.Kastels, Y.Masuda, M.Poster, E.Tofler, F.Fukuyama. In the works of these scientists laid the foundations of the theory of the information society, detail the conditions of its emergence and development.

The issues of implementation and development of the e-governance deal with such Ukrainian scientists as O.Baranov, A.Holobutskyy, O.Emelianenko, I.Klymenko, I. Koliushko, A. Serenok, S.Chukut and other. Their scientific works deal with the question of the Information Society, a new place and role of the government in such a society, the essence of the e-governance, methods and principles of its organization. Among Russian authors there are the works of such scientists as V.Drozhzhynova, A.Danylina, L.Smorhunova, V.Solodova, E.Styrina, E.Yakovleva and other.

**The bolding of unsolved aspects of the general problem.** But the researchers had not paid enough attention to the investigations of the prerequisites of the e-governance in the context of the global transformation processes and to the management concepts such as the New Public Management and Good Governance and there for their application remains almost unexplored in the modern terms of Ukraine.

**The purpose of the research.** To discover the preconditions of e-governance in the context of the global transformation processes and the management concepts. In particular, to determine the interconnection of the concepts of the New Public Management and the Good Governance and the formation of e-governance.

**The main material.** Since the 60<sup>th</sup> years of XX century, the world enters a new era, a qualitatively different stage of development, characterized by significant changes in human life, the emergence of new ways of economical, social and political activities. The main difference of the new age is in a key role of information and information technology in a society and the informatization of almost all spheres of human activity: informatization of public authorities, informatization of business processes and production and the social sphere.

Information as a set of facts, events, statements, descriptions of phenomena, objects which are collected, summarized and systematized in a form suitable for the usage are the basis of management. In general, all the management processes i.e. searching, analysis, synthesis, evaluation and dissemination of information, are related to reflection and knowledge of different areas of society. That is, if we consider the process of management as the information traffic flows and decision-making process, then such process can be called the informational. The main areas where the effects of manifest information appear

directly are the becoming of the major economic sectors of production and distribution of the information; the emergence of the new types of information services; creation of a wide network of information and communication tools.

Considering the informational tendencies it is needed to apply the theories and concepts that have made the most significant contribution to the understanding of the information in the modern world.

Among these theories, the concept of postindustrial society is deservedly popular.

The most significant contribution to the development of the concept of postindustrial society has made D. Bell. The concept of postindustrial society which was proposed by the researcher, is seen as "an analytical construct rather than a particular pattern of society, ... as some paradigm" that defines and creates the new areas of political organization and transformation in a developed society [1, p. 483].

Sharing the history of society into three stages - agrarian, industrial and postindustrial, D. Bell outlined the contours of a postindustrial society which was characterized by the rapid development of computer technologies, the authority of the scientific community, and the centralization of decision-making. Machines, as the most important form of capital, changes to theoretical knowledge, and the corporations, as centers of social authority, changes to the universities and research institutes; the basic condition for the social advancement is not the possession of the property anymore, but the possession of the knowledge and the technology. All these changes entail profound transformation of the political landscape: the influence of traditional economic elites change to the influence of technocrats and policy experts.

In the late 80<sup>ths</sup> of the last century, the interest in studying the problems of postindustrial society became less and scientific attention was switched to the concept of the information society.

According to the concept of information society, a society is a kind of postindustrial society. Considering the social development as "the stages of changes", the supporters of the concept associated its formation with the dominance of "fourth" information economy sector that follows the three well-known sectors: agriculture, industry and service economy. The main products of the production in the information society are knowledge and information.

The main features that distinguish this from the previous organization of society can be defined:

- The availability of information space without boundaries, able to provide a new quality of life;
- ICT and services and products produced on their basis has a significant share of the gross domestic product of the state;
- The rapid development of the new forms of communication and informational interaction.

The information society is built in such a way that "the generation, processing and transmission of information become a fundamental source of production and power" [2, c. 42-43].

The potential of the information society made it possible to provide the rightful place in the international division of labor and resources for some of the countries which have adopted a powerful authoritative information resource.

Currently there are developed many theories of the information society, which discovers technical and social, political and cultural conditions of the information society, but all they conclude that at the present stage of the world development the information plays a key role.

The modern information society creates the new methods and principles of management, and more recently in the global political and administrative science, a number of conceptual models of government activities appeared. They allow, on the one hand, to maintain the control of social processes, on the other hand - to create the conditions for full manifestation of local initiatives.

In the 80<sup>th</sup> years of the twentieth century the model of "New Public Management" has become well known. In this model the context of the management of the social development is seen in terms of compliance with rules and regulations adopted by the corporate management of outside influence political processes [4, c. 50-59].

Among the many approaches to the process of public administration «New Public Management» played a special role due to the high degree of orientation of this model on the effectiveness, i.e. the impact of the management process. The new management model is the result of a long period of searching efficiency, which has began in the late 40<sup>th</sup> of XX<sup>th</sup> century, as some researcher suppose, when the great powers faced with a lack of resources in face of global challenges. The main features of the

new model of governance borrowed from the private sector of economy, the essence of the concept lied in the rethinking of the theory of governance based on the conceptual foundations of management as business management in a market economy.

The basic principles of «New Public Management» include: strengthening the supervisory functions of the center, decentralization and increased flexibility, providing results, monitoring and accountability, improvement of human resource management, IT optimization, providing competition and choice, improved quality control, providing individualized services [6, c. 13-14].

The wide spreading of the principles of New Public Management is associated with the growth of distrust in the government and in the public consciousness expansion negativity towards government. In a result the political power, seeking to avoid accusations of inefficient management, which may adversely affect the prospects of the reelection, interested in the delegating of the responsibility to the management middle and lower levels.

The implementation of New Public Management ideas using ICT lies in the ability to use ICT and information products to enhance the economic well-being. For this concept theorists proposed to change the ways of public service organizing and to create an administrative organizational structure of government that would allow the establishment of an effective information exchange inside these structures and beyond them.

The author of this study concludes that in some way the principles of New Public Management served as a starting point of the creating of a new informational technological paradigm of the interaction between government, business and citizens.

Currently, the New Public Management principles lose their positions and there appear the appeals to abandon the term and the usage of the economical approaches in the process of public administration reform.

As some researchers point out, "the concept of "social values", "political responsibility", "democracy", "public trust", "social cooperation", "publicity and openness of government" were hard consistent with the ideology of New Public Management» [4, c. 51].

The general direction of public administration reforms starts to describe the concept of «Governance».

In the work "The European Governance. The White Book»

«governance» is defined as "the rules, processes and behavior which affect the interaction of the methods at the European level, especially such as openness, participation, accountability, effectiveness and coherence."

Some scientists propose to consider that Governance in the context of decision-making, where Governance is the art of managing of public institutions. Others draw attention to the lack of guidance given determination for the vertical institutional relations and control relations. In a broader sense, the concept of «governance» includes the interaction between the structures, processes and traditions that determine which way of the power should be used, how decisions should be made and how the citizens or their representatives should expressed their interests [3, с. 5].

In the Ukrainian language there is a stable and recognized translation of the term «governance» - врядування, урядування.

The Ukrainian researchers define governance as the interrelated activities of state agencies, local governments, civil society for making public decisions for effective implementation of national and regional interests [5, с. 8].

Other words, the concept of Governance today involves:

- The decentralization of management;
- The open interaction with civil society actors;
- The elimination of barriers between public and private spheres, creating a partnership structures, establishing of public-private partnerships.

At the turn of the 80<sup>th</sup> - 90<sup>th</sup> of the twentieth century in Western science Good Governance concept appeared, in which the management is seen as a process of political activity that requires power mechanisms of the development and implement of integrated solutions.

The concept of Good Governance contributed to a number of reasons. First, it is the circumstances of political and economic matters related to the problems of poverty in developing countries, economic aid to post-Soviet countries, and the need to fast-track the integration of the former socialist countries of Central and Eastern Europe into the European and global political and economic environment. Second, the reason is related to the development of Western political science because in this period there is a loss of interest of scientists and politicians to the concept of the welfare state. And third, the reasons are in the scientific methodology,

relationships which are not based on the vertical but are based on the horizontal connection between public authorities and civil society organizations [3, c. 3-4].

In a developed democracy Good Governance is the most heuristic model of management that is focused on the interaction of state bodies and associations of civil society in the discussion, decision-making and implementation.

The essence of the main characteristics (principles) Good Governance is in follows:

- The participation - all men and women have a voice in decision-making (directly or through institutions that represent their interests). Such broad participation is based on freedom of association and expression.

- The rule of law - the legal system must be fair and do the same for everyone, especially those relating to human rights.

- The transparency - is in the free flow of information. Processes, institutions and information are equally accessible to everyone.

- The responsibility - institutions and processes serve all members of society.

- Focus on consensus - just managing to mediate between different interests to achieve broad social consensus on important local and general issues and procedures.

- Equity - all men and women have equal opportunities to improve their living conditions.

- Effectiveness and efficiency - processes and institutions provide the best results in the use of resources.

- Accountability - decision-making processes in the government, the private sector and the civil society organizations are accountable to the public and shareholders.

- Strategic vision - leaders and the public have a broad and long-term relatively Good Governance and Human Development. This is also the understanding of the historical, cultural and social context to which this perspective is grounded [7].

Each of these features contributes to the consolidation of democracy and the rule of law in the EU and they are used at all levels of government - global, European, national, regional and local. These characteristics include the full range of issues related to the functioning of



government - policy development, planning its activities, decision-making, service delivery, consideration of appeals and so on.

Thus, the functioning and transformation of public administration in the information society is an important component in these concepts.

But for that the transformation of the management process would not stay the declaration, according to the challenges of the information age and the present, it is necessary, first of all, the political will of the top leadership of the state, and secondly, the concept of such a transformation, taking into account the problems that arise when implementing new organizational models. As such the concept of transformation in developed countries the concept of "e-governance" is proposed.

Among researchers there is no consensus on how the concepts of New Public Management and Governance are connected and the formation of e-government. E-governance researchers believe that we can speak of the formation of a completely different model of public administration, which changes all its settings. There is a view according to which the e-governance is just a kind of additional conceptual and practical means for the New Public Management. The reforms of New Public Management model and movements related to it did not stop, although many items were adapted to national needs and structures. The concept of "e-governance " is another opportunity to study the changes in the political-administrative system and e-Governance should not be treated as heir of the New Public Management, but should consider this concept as an additional interesting approach to its argument ."

In the scientific literature, there is an approach based on the belief that the concept of New Public Management and Governance have been a driving force and a prerequisite for the development of new information technologies. Only after the concept of New Public Management has exhausted itself, the development of e-governance, has become urgent.

***The conclusions.*** So, e-governance should be seen rather as a new tool to solve largely the same tasks that put the concept of New Public Management and Governance (the creation of a new type of interaction with the political process, improving governance, creating transparent mechanisms for service delivery and so on). In this regard, the concept of e-governance continues to reform and should not be seen as their tool but as a stimulator for changes of their models and development opportunities.

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## **ШЛЯХИ ПОЛІПШЕННЯ ПРОЦЕСУ ФОРМУВАННЯ ПРИБУТКУ НА ПІДПРИЄМСТВІ**

В умовах стрімкого розвитку ринкової економіки місце і роль прибутку у господарському процесі безперервно зростає. Прибуток виступає не тільки стимулом господарської діяльності підприємств, але й основним джерелом розвитку їхньої діяльності. Головною задачею сучасного етапу розвитку економіки є опанування підприємцями та керівниками ефективними методами управління підприємством, зокрема, прибутком в процесі здійснення підприємницької діяльності. З метою підвищення результативності діяльності підприємства та його стратегічного розвитку у перспективі виникає потреба у розробці стратегії управління підприємством спрямованої на вдосконалення механізму формування прибутку. З метою підвищення результативності діяльності підприємства та його стратегічного розвитку у перспективі виникає потреба у розробці стратегії управління підприємством спрямованої на вдосконалення механізму формування прибутку, що зумовлює актуальність цієї роботи.

**Ключові слова:** прибуток, управління прибутком, прибуток на підприємстві, стратегія формування прибутку, шляхи поліпшення прибутку.

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## **ПУТИ УЛУЧШЕННЯ ПРОЦЕССА ФОРМИРОВАНИЯ ПРИБЫЛИ НА ПРЕДПРИЯТИИ**

В условиях стремительного развития рыночной экономики место и роль прибыли в хозяйственном процессе непрерывно растет. Прибыль выступает не только стимулом деятельности