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MANAGEMENT IN THE WORLD AND IN UKRAINE

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Problem and task. It is well known that the state of the Ukrainian economy is unsatisfactory and requires significant improvement. Based on Peter Drucker's words that "there are no underdeveloped countries, only poorly managed ones", we can conclude about the necessity and expediency of significantly increasing the efficiency of the application of modern management systems. in Ukrainian organizations, in particular, and in Ukraine as a whole. In this regard, it seems relevant to understand more deeply the features of modern management and the problems in this area inherent in Ukrainian society. Therefore, the purpose of this work is to analyze the development (evolution) of management in the world to understand its features at the present stage, as well as to investigate the actual application of management in Ukraine and identify the problems that exist here in order to prepare proposals for improvement.

Research methods. In the process of research, the methods of comparative analysis, data analysis by grouping them, summarizing information were applied.

Results. It was revealed that the concept of "management" was constantly changing in the world, and since the beginning of the 21st century, it acquired a fundamentally new meaning, which was established, in particular, in the international standard ISO 9000:2000. Unlike the previous understanding of management as "control", *modern management* is, first of all, about the public brain and public mind, about common values and the formation of common goals based on them and the subsequent achievement of these goals through "control". Modern management is an independent branch of knowledge and an independent sphere of activity, which plays a key role in ensuring competitiveness and sustainable development of both individual organizations (enterprises, institutions) and countries as a whole.

At the same time, there are significant problems in understanding and applying modern management in Ukraine, which have been hampering its development for more than 30 years. The term "management" is considered a synonym of the Ukrainian terms "управління" and "керування", which is fixed in DSTU ISO 9000:2015. Even today, there is a misconception that management is a component of technical regulation, in particular standardization. Due to a misunderstanding of modern management, it was initially "assigned" to Derzhstandart (in recent years, to the Department of Technical Regulation of the Ministry of Economy). As a result, today "management in Ukrainian" is, in fact, "management" that is "stuck" in the 20th century. This has become one of the key factors in the emergence of many problems in Ukrainian society. The results of the study made it possible to create proposals aimed at improving the situation on a national scale.

Conclusions. Due to inadequate understanding of the essence of modern management in Ukraine, due attention is not paid to its development. No central executive body responsible for the development of management in the country as a whole has been appointed. The issue of improving management is not reflected in any state policy and strategy for the development of spheres of life. Public sector organizations, in particular executive authorities, and business companies use mostly outdated, imperfect management systems. In order to eliminate the mentioned shortcomings and improve the situation, it is necessary to urgently change the attitude towards this extremely important component of state formation.

Keywords: sustainability; management; leadership; management; direct, control; standards; management systems; manager.

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МЕНЕДЖМЕНТ У СВІТІ І В УКРАЇНІ

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Постановка проблеми та завдання. Загальновідомо, що стан української економіки незадовільний і потребує значного покращення. Спираючись на слова Пітера Друкера про те, що «не існує країн слаборозвинених, є тільки погано керовані», можна зробити висновок про необхідність та доцільність суттєвого підвищення ефективності застосування сучасних систем менеджменту в українських організаціях, зокрема, і в Україні в цілому. У зв'язку з цим вбачається актуальним глибше розібратися з особливостями сучасного менеджменту та проблемами у цій сфері, що притаманні українському суспільству. Тому метою даної роботи і визначено: провести аналіз розвитку (еволюції) менеджменту в світі для осмислення його особливостей на сучасному етапі, а також дослідити фактичне застосування менеджменту в Україні та виявити існуючі тут проблеми для підготовки пропозицій з покращення.

Методи дослідження. В процесі дослідження були застосовані методи порівняльного аналізу, аналізу даних шляхом їх групування, узагальнення інформації.

Результати. Виявлено, що в світі поняття «менеджмент» постійно змінювалось, а з початку ХХІ століття набуло принципово нового змісту, що було закріплено, зокрема, в міжнародному стандарті ISO 9000:2000. На відміну від попереднього розуміння менеджменту, як управління/керування, **сучасний менеджмент** – це, перш за все, про суспільний мозок і суспільний розум, про загальні цінності та формування на їх основі спільних цілей і про наступне досягнення цих цілей завдяки управлінню/керуванню. Сучасний менеджмент є самостійною галуззю знань і самостійною сферою діяльності, яка відіграє ключову роль у забезпеченні конкурентоспроможності і сталого розвитку,

як окремих організацій (підприємств, установ), так і країн в цілому.

В той же час в Україні щодо розуміння і застосування сучасного менеджменту є значні проблеми, які вже понад 30 років гальмують її розвиток. Термін «менеджмент» вважають синонімом українських термінів «управління» і «керування», що закріплено у ДСТУ ISO 9000:2015. Ще до сьогодні панує хибне поняття, що менеджмент – це складова технічного регулювання, зокрема стандартизації. Через невірне розуміння сучасного менеджменту його від самого початку «закріпили» за Держстандартом (останні роки – за департаментом технічного регулювання Мінекономіки). Як результат, на сьогодні «менеджмент по українськи» – це, по суті, «менеджмент», який «застряг» у ХХ столітті. І це стало одним із ключових чинників виникнення багатьох проблем в українському суспільстві. Результати дослідження дозволили розробити пропозиції, спрямовані на покращення ситуації в масштабах країни.

Висновки. Через неадекватне розуміння суті сучасного менеджменту в Україні не приділяється належної уваги його розвитку. Не призначено центральний орган виконавчої влади, відповідальний за розвиток менеджменту в країні в цілому. Питання удосконалення менеджменту не відображені в жодній державній політиці і стратегії розвитку сфер життєдіяльності. Організації публічного сектору, зокрема органи виконавчої влади, і бізнесові компанії використовують переважно застарілі недосконалі системи управління. Для усунення зазначених недоліків та покращення ситуації необхідно терміново змінити відношення до цієї надзвичайно важливої складової державотворення.

Ключові слова: сталий розвиток; менеджмент; керівництво; управління; керування; стандарти; системи менеджменту; менеджер.

Introduction. Ukraine has always been rich in talented people. The world-famous Ukrainian state figures: Yaroslav Mudryi, Hryhoriy Skovoroda, Mykhailo Hrushevskiy and Andriy Sheptytskyi; organizers of science and the scientific and technical sphere: Serhii Korolev, Viktor Glushkov, Yevhen Paton and Boris Paton; medical specialists: Ilya Mechnikov, Mykola Pirogov, Volodymyr Vernadskiy and Mykola Amosov; cultural figures: Taras Shevchenko, Ivan Franko, Lesya Ukrainka and Lina Kostenko; athletes: Valery Lobanovskiy, Oleg Blokhin, Serhiy Bubka and the Klitschko brothers and many, many others.

But how could it happen that after gaining independence, Ukraine in 30 years turned from one of the most successful republics of the former USSR into one of the most backward and poorest countries in Europe? Why is Ukraine an oligarchic country with developed corruption? Why does it have such unfavorable conditions for the development of entrepreneurship and such a neglected economy? Why is the judicial system so imperfect? Many more similar questions could be asked.

There is a war. Ukraine demonstrates the extraordinary dedication and heroism of its defenders and the extraordinary talent of its commanders. But in the war, the best sons and daughters of Ukraine, who stood up to defend it, die. Civilians die, including children. The infrastructure is crumbling. All this is terrible. And this is a very high price that Ukrainians have to pay for the sake of their freedom in order to preserve their Ukraine. But this war can and *must!* become a cleansing of Ukraine from various inherent shortcomings. After its Victory, Ukraine is simply obliged to become different and significantly better. And the question arises - what should Ukrainian society do to turn Ukraine into a modern, developed European country? Where is the main link through which you can pull the whole chain of problems in order to solve them and ensure sustainable development of Ukraine?

And here it is appropriate to recall the words of one of the most famous and influential theorists and gurus of the twentieth century in the field of management, Peter Drucker, who noted that: "***There are no underdeveloped countries, only poorly managed ones***", emphasizing the key role of management systems in ensuring sustainable development. This statement is also true for regions, industries and any organizations. After all, *nothing* is done without management decisions!

From this we can conclude that the problems of Ukraine are, first of all, the result of inadequate, untimely and inconsistent decisions (or the lack of necessary decisions) that were made and implemented (or not implemented) into life at various organizational levels of our country over the past 30 years. Which depends on the perfection of the control/management systems.

And now the most important thing is to realize what actually happened and is happening in terms of management and to draw the right conclusions for the future. It is extremely necessary to understand how effective management is ensured in the leading countries of Europe and the world, how they build modern management systems for themselves. And it is extremely urgent to do this today, when the prerequisites necessary for its reconstruction and sustainable development began to be created in Ukraine, when the President of Ukraine formed the *National Council for the Recovery of Ukraine from the Consequences of the War*. And the Cabinet of Ministers of Ukraine approved the attraction of a budget support grant in the amount of 4.5 billion US dollars for the purpose of financing the Project "Supporting public expenditures to ensure *sustainable public administration* in Ukraine". But it is extremely important to understand what is being invested in the understanding of modern management in the world today and what problems Ukraine must solve for itself.

Materials and Methods.

Data description. The article consists of two main parts, which are based on different groups of data. The first part is the development and essence of management in the world, the second is the actual state of management in Ukraine and its compliance with global trends in this field of activity.

The following data were used to study the development and essence of management in the world: publications on the history and development of management (Kravchenko, 2005, Mazaraki, 2014), international standards ISO 8402 (1986, 1994), ISO 9000 (2000, 2005, 2015) and ISO 9001 (2008, 2015), as well as UN Materials on the Goals of Sustainable Development and Principles of Social Responsibility and the Decree of the President of Ukraine on the Goals of Sustainable Development (2019) and the Order of the Cabinet of Ministers of Ukraine on the Approval of the Principles of Social Responsibility (2020), P. Kalyta (2022).

To study the state of management in Ukraine and its compliance with world trends, the data contained in the materials on the state of system management in Ukraine and the results of monitoring the implementation of the mandate of the Cabinet of Ministers of Ukraine dated August 28, 2017 by executive authorities, the General report of the Working Group on the definition of the term "management" in DSTU ISO 9000:2015, created in accordance with the recommendations of the Institute of Ukrainian Language of the National Academy of Sciences of Ukraine, as well Kalyta, 2018, 2020, 2022. In addition, the following were used: state standards of Ukraine DSTU ISO 9000 (2001, 2007, 2015), monographs and textbooks (Khmil, 2003; Besyedin, Nagaev, 2005; Hirnyak, Lazanovskiy, 2000; Baeva and others, 2007; Komarnytskyi, 2006), a number of regulatory and informational materials.

Description of the method. In the course of the research, the methods of comparative analysis, data analysis by grouping them, logical summarization of information were applied.

Results and Their Discussion.

Management in the world: some history and present.

Origin and transformation of the term "management".

The origin of the term "**management**" is associated with the English verb "**to manage**" (from the Latin "manus" – hand), which means to "control" people in such a way that they do not feel pressure or violence. **Management** became an independent branch of human knowledge in the late nineteenth and early twentieth centuries. Back then, **management**, i.e. "**control**", meant careful, diligent and economical housekeeping, as well as appropriate handling of means and objects of labour and weapons.

Over time, the meaning of this term has undergone certain changes. The verb **to manage** began to be widely applied to social processes by which goals are achieved. With the emergence of many professions and types of work, there was a need for activities that would combine different performers, organizations, social groups into a single whole within the production process; such activities in society were associated with management. The content of the concept of "management" has been transformed and reflected various aspects of management activities. There are already more than 50 definitions of the concept of "management" in the world, which is based on the English verb "to manage".

Control/management and civilization. In its development, society has gone through a number of historical periods and stages that reflect its evolution, progressive movement from one level of its maturity to another, higher one. In this development, which is called civilization, the logic of the socio-historical progress of mankind is summarized. The transition from one level of world civilization to another is carried out through technological revolutions that are global in their content, reflecting qualitative leaps in the development of the social and productive power of human labor, the ways of its interaction with nature.

One of the most important elements of both technological revolutions and civilizations in general is management. Through the management of social processes the integration of the components of civilization is carried out, without which its functioning, design and development is impossible. But in the process of development of civilization, management itself changes: its type, priorities and character; the socio-economic and professional component of management is strengthened; organizational and cultural art of purposeful influence on people's activities is being formed; management type of administration appears.

Management changes society, economy, production, science, culture for the better, as it reflects the most effective management mechanisms in specific conditions of national characteristics, economic, social and political development; it is based on science and is implemented as the art of management; it requires taking into account the human factor of management and is aimed at improving the quality of management activities in the conditions of the constant complication of the problems of civilization. And at any stage of civilization, perfect management provides countries with the opportunity to be the most advanced and efficient, leading countries, while those countries that use imperfect management become outsiders.

In the course of its development, the practice of “control” has undergone significant changes. Sometimes it changes so radically that one can already talk about management revolutions, when there is a transition from one qualitative state of management to another. A number of such revolutions are highlighted in the scientific works of foreign and Ukrainian scientists.

As a result of the *first management revolution* (4–5 thousand years ago), management was formed as an instrument of commercial and religious activity, and then developed into a social institution and professional entrepreneurship.

The *second management revolution* (about a thousand years after the first) is associated with the name of the Babylonian ruler Hammurabi (1792–1750 BC). Hammurabi's famous compilation – 285 laws governing various spheres of social life – made it possible to create an effective system of managing huge lands and regulating relations between social groups, based not on personal judgment and tribal traditions, but on written legal norms.

The *third management revolution* (VI–V centuries BC) is characterized by the application of management methods in the construction works and the development of technically complex projects, effective management methods and product quality control.

The *fourth management revolution* (XVIII–XIX centuries) coincided with the industrial revolution of the eighteenth and nineteenth centuries and became its peculiar consequence. Management is separated from ownership and becomes an independent activity. There is a layer of professional managers not directly related to the ownership of means of production.

The *fifth management revolution* of the twentieth century is the transformation of managers first into a professional class, and then into a social one. Administration and management are distinguished as a separate type of activity, and managers become the main participants in economic processes. Management becomes a specific branch of social practice, knowledge and skills.

If previous qualitative revolutionary changes in the practice of management took place over significant periods of time, then the rapid development of scientific thought in the 20th century accelerated all socio-economic processes

along with their management processes. The next, *sixth management revolution* can be considered the comprehensive introduction of information technology into management practice, which has incredibly accelerated the processes of obtaining and processing information and made the growth opportunities of organizations almost limitless. The ability of the management personnel to quickly process large masses of information made the organization of production processes dominant in the general management system, but reoriented the management system of the organization to identify and satisfy the needs of consumers.

Modern world trends towards the society's integration, development of global concepts and functioning of all spheres of public life at the end of the XX century marked the beginning of the *seventh management revolution*, one of the manifestations of which was the changes associated with the widespread use of *international standardization* in the field of organizational management and the introduction of management systems based on international standards in all countries of the world on an unprecedented scale. Requirements to meet the needs of consumers at this stage are expanded to meet the needs of all stakeholders. For the first time, the concepts of social responsibility and sustainable development goals are adopted for the entire world society.

One of the directions of this activity was the rethinking, systematization and standardization of terms in the field of organizational management, caused by the need to create conditions for the same understanding and application of terms during the construction of modern quality systems (first provision, then management and the last, until today – management).

It is known that standards in their essence reflect the generalized best practice in various spheres of activity. They are of different categories: international, regional, state, sectoral. The highest category is international standards. The most influential organization that develops international standards is the International Organization for Standardization (ISO), which unites 164 countries from all continents of the world. There are three official ISO languages: English, French and Russian. ISO develops international standards in accordance with a strictly defined procedure, taking into account the interests of all member countries. Today, ISO international standards are the most authoritative in the world.

In the field of organizational management, the international standardization of terms on a systemic basis began with the adoption of the international standard ISO 8402 (1986 and 1994) Quality management and quality assurance – Vocabulary, which was in effect until 2000, when it was replaced by the standard ISO 9000:2000. The ISO 8402:1986 standard was developed simultaneously with the ISO 9000 series of international standards, which was first adopted in 1987.

In ISO 8402, along with general terms such as: entity item, process, product, organization, there are terms related to the quality system: quality assurance, quality control, quality improvement, quality system and many others.

The term "management" is also mentioned in ISO 8402, but not independently, but as part of phrases: "**quality management**" (clause 3.2), as "aspects of the overall management function that define the quality policy (3.1), objectives and responsibilities, and implement them through such means as quality planning (3.3), quality management (3.4), quality assurance (3.5) and quality improvement (3.8) within a quality system (3.6)" and "**total quality management**" (clause 3.7) as "an approach to the management of the organization (1.7), focused on quality (2.1), based on the participation of all its members and aimed at achieving long-term success by satisfying customer requirements (1.9) and benefits for the members of the organizations and society".

Historically, from the beginning of its use, the term "management" was considered on an equal footing with such a term as control, and in many cases these terms were generally considered synonymous. This is reflected in a huge number of scientific works, monographs and dictionaries. And this was (and sometimes still is) the guideline for the heads of organizations and scientists, in particular teachers of administration and management disciplines.

Into the XXI century with new meaning of the term "management". But in 2000, in the set of ISO 9000 series standards, a separate dictionary appeared - ISO 9000:2000 Quality management systems. Fundamentals and vocabulary, which became a landmark event in the creation of dictionaries. In this standard, for the first time the term "management" was presented independently and it acquired its modern meaning, which differs from the term "control" in the usual sense for us. And in subsequent versions of the ISO 9000 standard (2005 and 2015), the term "management" remained unchanged. It was preceded by circumstances.

In the conditions of increasing competition, which is typical for the developed world, in order to maintain a place in the market and develop, it was necessary to constantly improve. And most importantly – to improve its control systems, on which depended the adequacy, timeliness and consistency of management decisions that are constantly being formed, adopted and implemented and which directly ensure the success of the organization. Over time, there was a need to look further into the future and foresee what the organization and its activities should be for further development and prosperity. Along with operational management, more attention was paid to defining the Mission and Vision of the organization, its Values, the development of Policies and Strategies, the selection of Management Models, etc. These actions also

changed the business (organizational, corporate) culture of companies for the better.

In a word, more and more attention was paid to the strategic component for development. And finally, the time has come when it was difficult to "squeeze" this component into our usual operational management. Then, in 2000, there was a need to separate this activity and give it its own name, which would be different from "control". This is how the term "**direct**" (direction, leadership activity) appeared, reflecting the strategic activity inherent in the top managers of organizations. At the same time, there was a need for a third term, which would unite the previous two and summarize what the usual management has become. It became "**management**". To a certain extent, the phrases mentioned above: "quality management" and "total quality management" became the prototypes of the terms "direct" and "management" in their new meaning in ISO 9000:2000. The new terms were reflected in the ISO 9000:2000 and have been used in various countries of the world for more than 20 years.

The key feature of the international standard ISO 9000 is that it reflects the basis for the implementation of best practices in the most common and defining area of activity, perhaps the only one that is able to combine all other areas of society and "balance" their state and development to develop and achieve the highest common goals. And the peculiarity of the term "management" is that it lies at the root of the "terminology" that reflects this field of activity. And a mistake in its definition can create huge problems for society.

Direct and control in the management system. According to ISO 9000:2000 (followed by ISO 9000:2005 and ISO 9000:2015) "**management**" is defined as "coordinated activities to **direct** and **control** an organization". The term "**control**" was first defined in 1986 in ISO 8402:1986, clause 3.4 (and retained in ISO 8402:1994), as "methods and activities of an **operational** nature used to fulfill requirements". The ISO 9001:2015 standard provides that "**control**" activities are carried out in accordance with the Deming cycle: "Plan" – "Do" – "Check" (control) – "Act" (improve).

But recently, the term "**direct**" has gained special importance, which reflects the strategic (leadership) activity inherent in the top managers of the organization and involves the development of policies, objectives of the organization, etc. In general, "direct" includes the following main functions:

- Defining the organization's **mission**, i.e. the purpose of its existence, formulated by the top management.
- Defining the organization's **vision** – the aspiration of what the organization wants to become, formulated by top management.
- Formation of organization's **values**, which should guide the organization in all aspects of its activities, including the development of policies and strategies.

- Study and selection of *management models* and organization of development, implementation and improvement of management system.
- Development, implementation, updating and ensuring compliance with *policies* – intentions and directions of the organization officially formulated by top management.
- Development, implementation and updating of the organization's development *strategies*, i.e. plans for achieving long-term or general goals.
- Definition, updating and decomposition of *strategic goals*, etc.

Taking into account that the *values* adopted in the organization to the greatest extent reflect both the organization itself and its organizational culture, let's consider the issue of values formation in more detail. At the present stage of scientific and technological development, the implementation and reflection of such components of the organization's values as the principles of social responsibility and sustainable development goals adopted in the world is of particular importance.

10 principles of social responsibility of the UN provide for: support and respect the protection of internationally proclaimed human rights; non-involvement in human rights violations; uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; the elimination of discrimination in respect of employment and occupation; support a precautionary approach to environmental challenges; greater environmental responsibility; development of environmentally friendly technologies; work against corruption in all its forms, including extortion and bribery.

17 Sustainable Development Goals of the UN is: No Poverty; Zero Hunger; Good Health and Well-being; Quality Education; Gender Equality; Clean Water and Sanitation; Affordable and Clean Energy; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Reduced Inequality; Sustainable Cities and Communities; Responsible Consumption and Production; Climate Action; Life Below Water; Life On Land; Peace, Justice, and Strong Institutions; Partnerships for the Goals.

When improving the quality management system based on the standards of ISO 9001:2015, one of the requirements provides for compliance with *7 principles of management*, including: customer focus; leadership; personnel involvement; process approach; improvement; fact-based decision making; relationship management. These principles must also be implemented in the management system of the organization as part of its values. In addition, the top management of the organization at its discretion may provide for other values.

The importance of implementing the principles that reflect modern world values correlates with the opinion of world gurus that the management of the

future should serve the highest goals and concentrate on solving socially significant, noble tasks; absorb the ideas of society and citizenship; to ensure not only efficiency, but also relevance, innovation development, inspiration and social responsibility; eliminate fear and rely on trust, stimulating the exchange of information, expression of opinions, risk taking; turn strategy development into a constantly evolving process, etc. In addition, the management of the future assumes that the leader is the architect of society, which provides opportunities for cooperation, creativity, innovation, and control should be exercised to a greater extent through peer observation and self-discipline.

The second important function of management is the study and selection of *management models* from among those that exist in the world: targeted management systems (MS) based on standards (quality management – ISO 9001:2015, environmental management – ISO 14001:2015, occupational health and safety management – ISO 45001:2018, anti-bribery management – ISO 37001:2016, etc.); MS aspect (financial management, project management, etc.); integral MS of organizations (according to the EFQM Model, according to ISO 9004:2015, ISO 21001:2019 for educational organizations, etc.); advanced integrated MS (six sigma; kaizen; lean production, etc.). The top management of the organization should understand the issues of modern systems management and be able to choose models for their organization that are most suitable for the conditions and capable of ensuring its competitiveness.

If we conditionally illustrate "control" and "direct" and their interaction within the management system by the example of a car, then the actual driving control of the car can be compared with operational activities, and "direct" means determining the purpose of the trip, where to go, on what road, at what speed, when to arrive at the destination, as well as what are the requirements for the car and the driver and how to behave in relation to, for example, the environment – with strategic activity. And no matter how perfect a driver is, and no matter how masterfully he "drives" control his car, without proper "direction" there is always a chance that he will arrive late, or maybe even in the wrong place, damage his cargo and harm the environment. This illustration can be interpreted for any organization, industry and even country.

Thus, we can see that modern management is wider than control in its usual sense. After all, in addition to management, it includes another extremely important component direct, which involves defining the mission, vision, values, policies and strategies of the organization. That, for the sake and under the influence of which "control" should take place in the organization.

Management culture and development of organizations. Modern management is able to unite society for the sake of forming a common goal and ensuring its effective achievement relying on the common mind and the mind of each individual, harmonizing them with each other.

The effectiveness of management to the greatest extent depends on the level of its culture a set of achievements in the organization and implementation of the management process, the establishment of managerial work, the use of technology in management, as well as the requirements for management systems and employees, due to the norms and principles of public morality, ethics, and law. For any organization management culture consists of four main closely related and interdependent elements: culture of management employees, culture of management process, culture of working conditions, culture of documentation. The culture of management employees depends on many factors and is characterized by the level of general culture, the presence of business qualities necessary to perform work in accordance with the position held by the employee.

The culture of management employees is also defined by a deep and comprehensive knowledge of the science of management and the ability to use this knowledge in the course of their activities, as well as the employee's work style. Modern management culture stimulates the activity, initiative and responsibility of management employees for their actions and their possible consequences. This applies to any organization.

At the current stage of development of market relations, the role of management culture continues to grow. This is due to the further intensification of competition, acceleration of scientific and technological progress, democratization of management and the growth of spiritual demands of the organizations' staff. In the new conditions, the problem of increasing the functioning efficiency not only of individual organizations, but also of their aggregates within industries, regions, and countries is becoming more acute.

If we talk about the scale of the country as a whole, aiming to unite the society (organizations) and increase the efficiency of its functioning as an integral balanced organism, in order to develop and achieve common goals of the country, then the following are of particular importance here:

- adequacy and uniformity of understanding of the modern management essence, in particular the terms used in it, throughout the country;
- conditions for mastering knowledge about modern management by managers and specialists of all organizational levels of the country;
- reflection of the values and goals adopted at the country level in order to harmonize them in the management systems of all its links.

Management in Ukraine: problems that need to be solved as soon as possible.

General state of management systems in Ukraine. After 30 years of independence, Ukraine ranks among the last countries in Europe in terms of economic development and living standards. Instead, most compatriots, based on the experience of successful Ukrainian enterprises, still believe that

management in Ukraine is at the proper level. Undoubtedly, there are successful companies in Ukraine with quite perfect management. However, there are very few of them and it is not about them, but about the vast majority of domestic organizations, in particular public authorities, and about Ukraine as a whole. Taking into account the above-mentioned statement of Peter Drucker, as well as the actual state of the domestic economy and the standard of living of Ukrainians, it can be argued that there are *significant problems in the field of management in the country*.

The opinion of many citizens that the main problem in Ukraine is corruption, which has reached enormous proportions, deserves special attention. It is because of corruption, not because of weak management, that Ukraine's economy has lagged behind and the quality of life of the vast majority of citizens is unsatisfactory. To understand this, let us recall how modern management systems are created. At the very beginning, the Mission of the organizational system and its Vision are defined. Next, it develops the Values that should guide its activities, in particular when developing policies, strategies, strategic goals, etc. And if the Values of the organization include corruption, then its development will be planned and supported. But, if the Organization's Values include the inadmissibility of corruption, then the level of corruption in the organization, if it even exists, will not be higher than the level inherent in developed socially responsible organizations (countries). But this is subject to a perfect management system. If in this case the level of corruption goes off the scale, it is evidence of the *imperfection of the existing management system*. To better understand what is happening in Ukraine in the field of management, let's consider the key problems that exist in the country.

Management culture according to three key parameters.

Regarding the adequacy of society's understanding of the essence of modern management. The analysis showed that the vast majority of production organizers, scientists and specialists in Ukraine understand modern management, in particular the very term "management", inadequately and not uniformly. And here it is appropriate to quote the words of the great René Descartes, who as early as the 17th century argued: "People would get rid of half their troubles if they could agree on the meaning of terms".

The first mistake. Not realizing the changes that have taken place in the developed world in the field of organizational management, in Ukraine in 2001 the very term "management" was incorrectly defined, which is at the root of the "terminology" that reflects this field. This error has persisted to this day. Thus, DSTU ISO 9000:2015 states that *управління; керування (management)* is coordinated actions to *direct* and *контролювання* the activities of the organization." Which does not correspond to the definition of the term

management given in the original text of ISO 9000:2015, and is generally incomprehensible from the standpoint of modern management.

With only one operational term «управління» («керування») we called everything! Управління/керування of technical systems (car, machine, etc.), and operational управління/керування in social systems, and strategic direction in social systems, and, in general, complex (both operational and strategic) activity in the organization. That is, "color" management systems were turned into "black and white". And for more than 20 years, we have been accustoming our society to this, claiming that nothing has changed for us: as "управління/керування" was, so it remains.

To appeals on this matter to a number of authorized Ukrainian organizations, responses were received from: ТК 189 "Quality Management Systems", ТК 19 "Scientific and Technical Terminology" and the National Commission for State Language Standards, which, referring to standards DSTU 1.5:2015 and DSTU 3966:2009, claim that the use of the foreign language term "management" in Ukraine is unacceptable due to its equivalence with the Ukrainian terms "управління" and "керування".

The Institute of the Ukrainian Language of the National Academy of Sciences of Ukraine (IUL), to which the Ukrainian Association of Excellence and Quality (UAEQ) turned for clarification, recommended the creation of a corresponding Working Group, which was formed in May of this year in the composition of 13 people. Three representatives from philological organizations (in particular, from IUL), 5 – from management departments of national higher education institutions, two – from leading standardization and certification organizations in the field of management (in particular, from the National Standardization Body), and three – from associations of employers and scientists organizations. Among the members of the working group are four doctors of science and 6 candidates of science.

As a result of the study, analysis and discussion of the materials, the members of the Working Group in the context of the international standard ISO 9000:2015 recognized the following:

- the English term "management" should be translated into Ukrainian as "менеджмент" (and not as "управління" and "керування");
- the English term "direkt" should be translated into Ukrainian as "спрямовування";
- the English term "control" should be translated into Ukrainian as "управління" and "керування" (not as "контролювання");
- the Ukrainian term "контролювання" corresponds to the English term "inspection" and is a component of management activities;
- the English term "management" and the Ukrainian terms "управління" and "керування" **are not equivalent** and are not subject to the standards DSTU

1.5:2015 and DSTU 3966:2009. And therefore, the term "менеджмент" has the right to exist in the Ukrainian language, in particular in DSTU ISO 9000:2015;

- the definition of the term "management" in the Ukrainian standard DSTU ISO 9000:2015 does not correspond to the definition of this term in the original text of the international standard ISO 9000:2015 and should be corrected.

The WG members also recognized that the definition of the term "management" in the international standard ISO 9000:2015 as "coordinated activities to direct and control an organization (3.2.1)" should be translated into Ukrainian as follows: "*менеджмент* – скоординована діяльність зі *спрямування* та *управління/керування* організацією (3.2.1)". This definition of the term "management" should also be applied in DSTU ISO 9000:2015.

By the way, the term "менеджмент" has long been used in Ukraine, not only in business, but also in the state sphere. Let us consider two cases of application of the term management in the List of fields of knowledge and specialties for which higher education applicants are trained in accordance with the Resolution of the Cabinet of Ministers of Ukraine dated April 29, 2015 No. 266. Here, for both cases, the code and name of the corresponding detailed field according to the International Standard Classification of Education is the same: 0413 Management and administration. But in the first case, with the code and name of the field of knowledge 07 Управління and administration, it is indicated that the code and name of the specialty is 073 Менеджмент. At the same time, in the second case, with the code and name of the field of knowledge 28 Public управління and administration the code and name of the specialty is 281 Public управління and administration. And questions arise. Aren't the term "менеджмент" and the term "управління" here defined as equivalent? And if they are equivalent, then how to explain that in the first case, the foreign term менеджмент is used in the name of the specialty, and not the Ukrainian term управління? And why, according to the standard of higher education of Ukraine in the specialty of management, approved by the order of the Ministry of Education and Culture, graduates of Ukrainian higher education institutions after completing their studies in the specialty 073 Менеджмент in the diploma section in the "qualification" section again write "Specialty - Менеджмент"? If the term менеджмент and the term управління are not equivalent here, then why is the term "управління" used in the name of the specialty in the second case, and not the term "менеджмент"? And in general, why is the term "управління" used instead of the term "менеджмент" in fields of knowledge 07 and 28, unlike International Classification 0413?

One more case. According to the current "Profession Classifier" in Ukraine there is a profession менеджер (управитель). It is mentioned more than

50 times in the classifier. And the question arises again: why was the term "менеджер" used here at a time when there are equivalent Ukrainian terms "управитель" and "керівник"?

Consequences of the first mistake. A mistake regarding the definition of the term "management", which at first glance does not seem significant, has caused a number of negative consequences.

1. All international standards named "management systems" had to be renamed from "менеджменту system" to "управління system" when they were identically translated into Ukrainian.

2. An incorrect definition of the term "management" results in a misunderstanding of the relationship between the terms "менеджмент" and "управління". According to DSTU ISO 9000:2015, the terms "управління" and "менеджмент" are equivalent. On the other hand, in 2015, the Ministry of Education and Culture introduced the field of knowledge 07 – "Управління and administration", which included the specialty "Менеджмент". It is hereby determined that "Менеджмент" is a component of "Управління and administration". What guides everyone involved in the training of specialists in the "management" specialty. Instead, according to ISO 9000:2015, "менеджмент" is "direct" and "управління/керування". That is, управління (as well as direct) is a component of менеджмент.

Opponents repeatedly ask the question: "What is the difference: управління or менеджмент? What will change from this?". It changes a lot. "Narrowing" the concept of "менеджмент" and using "управління" instead leads to a decrease in attention to the activity of "direction" (direct), which today is fundamental for the implementation of management. It is because of this that modern processes such as defining the mission, vision, policy, etc., which influence the formation of the corporate culture of the organization, have not received due attention in Ukraine and are perceived mainly formally. And related to this are problems that harm Ukraine and its organizations in ensuring excellence and competitiveness in today's globalized economy.

3. In Ukraine, there is a widespread assertion that the term "менеджмент" should be used only in business, in commercial organizations. And for the public sphere, in particular for authorities, this term is unacceptable. And the MES also introduced a separate field of knowledge 28 – "Public управління and administration", which included specialty 281 – "Public управління and administration", where the term "менеджмент" is never mentioned. But, as we know, clause 3.3.3 of the International Standard ISO 9000:2015 states that менеджмент is a coordinated activity of direct and управління/керування an organization (clause 3.2.1). That is, it is said here that the term "organization" is defined in clause 3.2.1 of the same standard. In turn, clause 3.2.1 of ISO 9000:2015 (and at the same time DSTU ISO 9000:2015) states that

"organization" is "a person or a group of persons that has its own functions with responsibilities, powers and relationships to achieve their goals." Note 1 to Clause 3.2.1 clarifies that: "the term organization includes, but is not limited to, an individual entrepreneur, company, corporation, firm, enterprise, authority, partnership...". That is, the standard unequivocally states that the term "МЕНЕДЖМЕНТ" extends to the public sphere, in particular, authorities.

Regarding the conditions for acquiring knowledge about modern management in all organizational units of Ukraine. Probably no one will deny that all certified "managers" must meet the uniform requirements for their specialty, have appropriate theoretical training and be able to develop (manage the development) and apply modern effective management systems in their organizations. A higher school should play a special role in the training of such specialists.

Second mistake. The second fundamental mistake was the dubious Concept of state policy in the field of product quality management, which was developed by the State Standard without understanding the problem. The concept, which was approved by the government in 2002, combined the incompatible, such as "dig from the fence to lunch". It confuses the concepts of "product quality" and "organizational management". The Concept narrows the focus on product quality assurance, and at the same time under "product quality management" target management systems unrelated to product quality (environmental management, production safety management, energy efficiency management, etc.) are subsumed without reason. And although in 2019, at the long-term demands of the professional public, the Concept was canceled, confusion in the organization of training managers remained and continues to this day.

Consequences of the second mistake. The second mistake had a negative impact on the organization of management specialists training at the Higher Education Institutions of Ukraine, due to which training in this discipline is still inadequately carried out. Thus, in the specialty "Quality, standardization and certification" in addition to "quality management", other target management systems for which there are international standards were included, despite the fact that they are not related to product quality management. But the worst thing is that at the same time, questions about target management systems and the engineering of their design are practically excluded from the "management" specialty. This led to the fact that higher education institutions produce managers who are not sufficiently prepared to ensure the success of organizations in conditions of fierce competition. And specialists who are trained in the specialty "Quality, standardization and certification" are not able to effectively improve the management systems of organizations due to the lack of training in the basics of management. In addition, students are taught only in

accordance with the standards, not taking into account that in a saturated market, the standards reflect the minimum requirements, including to management systems, and competition takes place mainly above the norms of standards. As a result, even those organizations that improve on the basis of standards for management systems have typical shortcomings. They mainly create separate local isolated target management systems that are not coordinated with each other, are not integrated into the general management system of the organization, and do not cover all of its goals. Modern methods and tools for preparing management decisions are almost never used. Management systems are often implemented formally, without changing the outdated business culture. They do not take into account that in the conditions of a saturated market, the norms of the standard are only the minimum level of requirements.

Common consequences of both errors. And in general, both of these errors caused confusion and disoriented Ukrainian society, due to which it did not recognize new trends and did not notice ripe problems. Due to a lack of understanding of the essence and advantages of modern system management (relative to the management inherent in the deficit period), its application in Ukraine is extremely unsatisfactory. Neither the government nor the business has yet developed a proper attitude to business culture and its foundation – system management. Until now, the Central body of executive power responsible for its development on a national scale has not been appointed, scientists have not been involved in the study of problems in this extremely important area, and, accordingly, system management has not yet been given due attention in the country. These issues were not reflected in any state development policy. The university does not prepare managers satisfactorily. Authorities and business (with few exceptions) still continue to use outdated management systems with corresponding consequences. In general, the development of Ukraine has been stalled for over 20 years, which negatively affects its place in the European community.

True, to be fair, we must admit that earlier there were periodic attempts at the state level to solve the mentioned problems:

- Resolution of the CMU No. 614 "On approval of the program for the introduction of the quality management system in the executive authorities" (2006);

- Resolution of the Industrial Policy Committee of the Verkhovna Rada on Quality, Excellence and System Management (2010);

- the decision of the seminar-meeting of representatives of the Executive Authorities (EA) OBB of Ukraine on issues of business excellence and quality (2013);

- mandate of the Cabinet of Ministers of Ukraine (CMU) to take into account by Executive Authorities the resolution of the 10th All-Ukrainian Quality Congress (2017);

- recommendations of the Institute of Modernization of the Education Content of the Ministry of Education and Culture for higher education institutions of Ukraine on improving the training of specialists in the "management" specialty (2017).

However, due to the frequent change of power and ignorance of the problem of new managers and specialists, progressive initiatives were never brought to a logical conclusion and were canceled.

Regarding the reflection in the management systems of Ukrainian organizations of the values and goals adopted at the national level. There is probably no doubt in anyone's mind that it is expedient for all organizations to contribute as much as they can to the achievement of the general goals defined in the country, and that the rules of social behavior recommended by the government should be applied by all its organizations. And in this regard, what do we really have in Ukraine?

Back in 2019, the ***17 UN Global Sustainable Development Goals*** adapted to the conditions of our country were put into effect by the Decree of the President of Ukraine, and in 2020 the Cabinet of Ministers of Ukraine approved the ***10 UN Principles of Social Responsibility***. And where are they now? Who remembers them, let alone takes them into account? They, so to speak, simply "hung in the air." In order for the Goals and Principles to work, they had to be implemented in the management systems of almost all organizations (enterprises, institutions) in Ukraine. If such systems were perfect.

How this did happen and why is it still not fixed? In Soviet times, we were engaged in "управління" (or, as linguists say, "керування"). In conditions of scarcity, there was no competition and no need to fight for a "place under the Sun." In these conditions, управління/керування did not require special perfection. It was mainly focused on operational activities, which are reflected in the ISO 9001 standard by the Deming cycle. And the strategic one, if there was one, was insignificant and could be considered in the context of management. What we are used to.

And for the developed world, where Ukraine unexpectedly got after the collapse of the USSR, competition is characteristic, under which conditions considerable attention is paid to the improvement of control/management systems. And at the end of the 20th – at the beginning of the 21st centuries, another paradigm shift took place in the field of organizational management in the world, which Ukrainian specialists did not recognize and saw through. It was a fundamental mistake that management activities were traditionally attributed to the functions of the State Standard, for which it was not inherent, and

therefore secondary. Because of this, at one time, no central authority was appointed that would actually deal with the development of management in the country, and this direction actually remained "unmanaged". In addition, there is still a mention in the social memory of the negative experience of the forced formal mass implementation of a complex product quality management system based on enterprise standards (CS PQM) and its modifications. And the implementation of management systems based on ISO standards has not demonstrated its effectiveness (largely due to the above-mentioned shortcomings). Therefore, the attitude towards various systems of control (management) in society was appropriate. And a personality similar to Korolev or Glushkov, who would be able to comprehensively understand the problem and bring order in the field of management, unfortunately, has not yet appeared in Ukraine.

For many years, the professional public of Ukraine has been trying to draw the attention of society and the authorities to troubles in the field of management, but there is no adequate response. Modern system management for Ukrainians from the day of independence to today remains a "white spot", which has long since turned into a "black hole" that absorbs our potential. And the terrible war also, in our opinion, started to some extent due to weak management, which for a long time did not contribute to the transformation of Ukraine into a developed country with a strong economy. And a weak country is a temptation for an aggressor who does not expect an adequate response from it.

The last time the public turned to the Office of the President of Ukraine, the Cabinet of Ministers of Ukraine, and the National Security and Defense Council of Ukraine with proposals for improving activities in the field of system management was in August 2021. The OPU and the NSDCU sent an appeal to the CMU, which, in turn, instructed the three central bodies of the executive power: the Ministry of Economy, the Ministry of Education and the National State Service to decide on the raised issue. Almost a year has passed since that time, and the result is zero, and the prospects for solving the problems raised are not even visible. And this is despite the fact that in September of last year, the UAEQ received a reply with the following content: "Your letter dated August 25, 2021 under No. 6 with proposals for improving the management system in Ukraine was reviewed *in detail* by the Secretariat of the Cabinet of Ministers of Ukraine. *We express our gratitude for your unconcerned position regarding the economic development of Ukraine and the improvement of the quality of life of its citizens. We support your position regarding the application of perfect management systems at various levels of management, as an important factor for the economic and social development of the country. The models proposed by you for ensuring sustainable development, both of individual organizations and of Ukraine as a whole, undoubtedly deserve the attention of*

the state administration. The suggestions and advice on improving of system management outlined in the letter are important for improving the effectiveness of training civil service specialists and improving the quality of work."

What shall we do? Director of the Institute of Demography and Social Research of the National Academy of Sciences of Ukraine, Academician of the National Academy of Sciences of Ukraine E.M. Libanova wrote in response to the request of the UAEQ: *"The implementation of national goals of sustainable development requires the adoption and implementation of agreed decisions at different organizational levels of management, which is directly related to the need to develop and implement modern effective management systems as an integral component of strategic and program documents of state policy. Drawing the attention of the government, the public, and business to the key problems of sustainable development, understanding system management and training managers in the higher education system of Ukraine, as well as developing appropriate proposals for their solution, is an urgent and important task of the scientific community"*.

Based on these words, I will once again try to draw the attention of the Ukrainian authorities to an extremely important and urgent problem of our country. And once again make proposals for their solution. What do we think needs to be done to improve the situation?

First of all, to really delve into the problem, to understand the role and place of modern management in the reconstruction of Ukraine and to understand the mistakes that were made in the country by incompetent state "experts". Realize that these mistakes are not just terminological, they are fundamental, at the level of philosophical concepts and paradigms. And that "management" is not a component of "technical regulation" and "standardization". Like, for example, computer science or aircraft construction. To understand that "management" is an independent sphere of activity extremely important for the development of Ukraine, which needs proper attention. And that modern management is, first of all, about the social brain and mind, about common values and the development of common goals based on them, and only then about achieving these goals thanks to perfect control.

This will make it possible to consciously make adequate management decisions, in particular: to entrust one of the central bodies of the executive power with responsibility for the development of management on the scale of the entire country; create and adopt the concept of state policy in the field of management; to oblige the authorities to include management issues in the state development policies of the spheres of activity assigned to them, to improve the management systems existing in their institutions, and to contribute to the

improvement of the управління/менеджменту systems of organizations in the assigned spheres, etc.

Separately, it is necessary to provide for the reform of the system of training and retraining of management specialists, in particular in higher education institutions. And, of course, oblige the Ministry of Economy to ensure the correction of existing errors in the definitions related to management and fixed in the state standards of Ukraine as soon as possible. It is also advisable to take a closer look at the General Conceptual Model of the system for ensuring sustainable development of Ukraine, given in ...

And so that it is not simply "talked about" once again, it is expedient, in our opinion, *to start the processes of improving management in Ukraine with a corresponding mandate from the President of Ukraine to the Cabinet of Ministers*. And all this needs to be done not once, but now, quickly, as is customary under martial law. So that the new Ukraine, which is emerging today, is oriented towards quality and excellence from the very beginning.

Results and Discussion.

1. It was established that by the end of the XX century the meaning of the term "management" changed periodically, but in the world at all stages this term was considered, mainly, as a synonym of the term "control", which was reflected in numerous monographs, textbooks and dictionaries. However, at the very beginning of the XXI century, due to intensifying competition and under the influence of scientific and technological progress, the term "management" acquired its new modern meaning, which is significantly different from the usual "control". The term "management" combined two terms: the traditional control and the relatively new direct, which is enshrined in the international standard ISO 9000:2000. Since then, the term "direct", which reflects the strategic (management) activity of top management, began to rapidly gain weight, as a result of which modern management has become much broader than control. And today it can be argued that modern management is about the public brain and public mind, about common values and the formation of common goals based on them, and then about achieving the set goals through control.

It was also established that modern management is a separate independent field of knowledge and an independent field of activity, which is key to achieving success not only today, but also in the future. Modern management, under the condition of its skillful application, contributes to the unification of society, improves the coordination and balance of its functioning for the sake of a better life.

2. On the other hand, the study of the state of management in Ukraine revealed a number of fundamental shortcomings that negatively affect the development of the country and its organizations.

The attention of specialists, society and authorities was drawn to the inadequate translation of the definition of the very concept of "management" in DSTU ISO 9000:2015, as a result of which in Ukraine the term "management" is still considered a synonym of the Ukrainian terms "управління" and "керування". The causes and consequences of this fundamental error have been identified.

It has been established that even today in Ukraine there is a false notion that management is a component of technical regulation, in particular standardization, which is why from the very beginning it was "fixed" under the State Standard (in recent years – under the technical regulation department of the Ministry of Economy), for which this activity has never was typical.

It is noted that the state of training of specialists in the "management" specialty in Ukrainian higher education institutions does not meet modern requirements; shortcomings are highlighted and suggestions for their elimination are provided.

In the process of research, the "*Ukrainian paradox*" was revealed. Despite the fact that there is no "*management*" field of activity in Ukraine (officially there is only a "управління/керування" field of activity), Ukrainian higher education institutions continue to annually graduate thousands of specialists who are assigned the specialty not "управитель", but rather "*менеджер*", and even further "управитель" is indicated in parentheses. And it turned out that today in Ukraine there are hundreds of thousands of certified "managers", "top managers" and "VIP managers" who do not have their respective professional sphere of activity. And it was also established that thanks to Ukrainian standardization, "*management in Ukrainian*" is, in fact, management stuck in the 20th century and cannot acquire its modern meaning in any way. And this became one of the key factors in the emergence of many problems in Ukrainian society.

3. The presented materials have been tested and supported by the Working Group on the definition of the term "management" in DSTU ISO 9000:2015. Also, they were repeatedly presented, discussed and approved by the participants of a number of international and national scientific and technical events, in particular the XVII and XVIII International Scientific and Practical Conference "Modern Problems of Management" (Kyiv, 2021, 2022), etc.

Outcome. At the very beginning of the XXI century. the world's understanding and attitude towards management has changed radically. But Ukraine saw through these changes and did not realize the possibilities of modern management in terms of its fundamental influence on ensuring the revival, sustainable development, security and prosperity of the country.

From the time of independence until today, attention has not been paid to the development of management in Ukraine, and no central executive body

responsible for its development in the country as a whole has been appointed. The issue of management improving is not reflected in any state policy and strategy for the development of spheres of life. Public sector organizations, in particular executive authorities, and business companies use mostly outdated, imperfect management systems. In the country, there is confusion in the understanding of the very concept of "management", which has led to an inadequate definition of fields of knowledge and specialties. The state of training of managers in Ukrainian higher education institutions does not meet the needs of the development of Ukraine and its economy in the conditions of a globalized saturated market. In order to eliminate the mentioned shortcomings and improve the situation, it is necessary to urgently change the attitude towards this extremely important component of state formation.

Conclusion. Recently, we often mention Poland, which over the past 20 years has turned into a developed European country, and during the war provided invaluable assistance to Ukraine and its citizens. And I remembered an episode related to this country. In the middle of 2005, I was invited for a consultation by the head of the State Service of Ukraine, Mr. Motrenko, who had just returned from Poland, where he got acquainted with the experience of state administration in this country. During our meeting, he said that he was surprised by the fact that almost half of the central and more than half of the local authorities in Poland had already implemented ISO 9001 quality management systems. On a request addressed to four key ministers to provide a relevant law or government resolution to take this document in Ukraine as an example, he heard that no such "instructions" exist in Poland. As the head of the General State Service said, he was shocked and asked why they implemented quality management systems, if there was no "instruction from above". To which he heard in response that times are changing and they understand that with outdated management systems, they and Poland as a whole have no prospects. This should become an example for Ukraine to follow. Especially if you take into account the fact that today it is not just about control, but about mastering modern system management, which is much broader than control. And the more perfect the management will be on a national scale, the more chances that Ukraine will become a developed and prosperous country.

The world-famous management and quality guru Edwards Deming claimed that: "It is not necessary to improve. Survival is voluntary". And the outstanding Ukrainian ecclesiastical, cultural and public figure Metropolitan Andrey Sheptytskyi, who is one of the most prominent figures in the recent history of Ukraine, believed that: "The key to the transformation of Ukraine lies within itself. It is difficult for us to change external circumstances, but it is in our will to change ourselves".

Conflict of Interest. The author declares no conflict of interest regarding the publication of this article.

Ukrainian terms used in DSTU ISO 9000, which differ from those established by the international standard ISO 9000.

Ukrainian terms	Translation into English	
	In accordance with ISO 9000 (2000, 2005, 2015)	In accordance with DSTU ISO 9000 (2001, 2007, 2015)
Менеджмент [Menedzhment]	Management	It is not used as a foreign term due to its alleged "equivalence" with the Ukrainian terms "управління" and "керування"
Управління [Upravlinnya]	Control	Management
Керування [Keruvannya]	Control	Management
Контролювання [Kontrolyuvannya]	Inspection	Control

ABBREVIATION

- DSTU – State Standard of Ukraine
- ZVO – Institution of higher education
- MES – Ministry of Education and Science of Ukraine
- ОЕР – Body of executive power
- UN – United Nations Organization
- WG – Working group on the definition of the term "management"
- MS – Management System
- TC – Technical Committee for Standardization
- UAEQ – Ukrainian Association of Excellence and Quality
- EFQM – European Foundation for Quality Management
- ISO – International Organization for Standardization

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