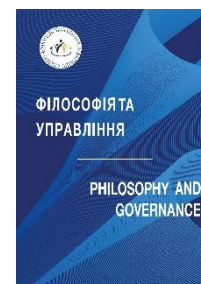




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Functional Terminological Model of Modern Management: Clarifying the Concepts of “Management,” “Directing,” “Controlling/Governance,” and “Steering/Driving” in the Context of ISO 9000

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ABSTRACT

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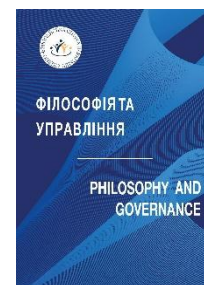
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The article proposes a functional terminological model of managerial activity, which is based on the differentiation of the concepts of «менеджмент» (management), «керівництво» (directing), «управління» (controlling/governance), and «керування» (steering/driving) in accordance with the international standard ISO 9000:2015 and Ukrainian practice. The author substantiates the need to clarify the terms, taking into account the sphere of application (social/non-social), the type of action, and the performer. The model aims to eliminate semantic confusion, improve terminological accuracy, and ensure international compatibility. Special attention is paid to the implications for public administration, where terminological inconsistency can lead to regulatory distortions. To eliminate possible misunderstandings when translating materials from Ukrainian to English and vice versa, a bilingual thesaurus of key management terms is proposed. The article is intended for specialists in management, linguistics, standardization, and public policy.

KEYWORDS

management, directing, controlling/governance, steering/driving, terminology, standardization, ISO 9000, public administration, terminological model.



Функціональна термінологічна модель сучасного менеджменту: уточнення понять «менеджмент», «керівництво», «управління» та «керування» у контексті ISO 9000

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СТАТТЯ

АНОТАЦІЯ

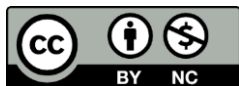
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У статті запропоновано функціональну термінологічну модель управлінської діяльності, що базується на розмежуванні понять «менеджмент», «керівництво», «управління» та «керування» відповідно до міжнародного стандарту ISO 9000:2015 та української практики. Автор обґрунтовує необхідність уточнення термінів з урахуванням сфери застосування (соціальна / не-соціальна), типу дії та виконавця. Модель спрямована на усунення семантичної плутанини, підвищення термінологічної точності та забезпечення міжнародної сумісності. Особливу увагу приділено імплікаціям для публічного управління, де термінологічна неузгодженість може призводити до нормативних викривлень. З метою усунення можливих непорозумінь при перекладі матеріалів з української мови на англійську та навпаки запропоновано двомовний тезаурус основних термінів з менеджменту. Стаття орієнтована на фахівців у галузі управління, мовознавства, стандартизації та публічної політики.

КЛЮЧОВІ СЛОВА

менеджмент, керівництво, управління, керування, термінологія, стандартизація, ISO 9000, публічне управління, термінологічна модель.

1. Introduction

Ukrainian terminology in the sphere of managerial activity is at the stage of active formation. The influence of English-language discourse, particularly the term “management,” has led to partial duplication of concepts and the absence of a complete word-formation system for key terms used in management. In Ukrainian realities, this has been creating difficulties in education, translation, scientific communication, and the practice of public administration for many years.

In the State Standard DSTU ISO 9000:2015 [1; 2], the terms «менеджмент» (management), «управління» (governance/control), and «керування» (control/driving) are presented as equivalent, which contradicts the original text of the international standard ISO 9000:2015 [3]. This confuses normative documents, educational programs, and the practice of public administration.

2. Literature Review

The most systematic study of terminological problems in the field of management is presented in [4; 5]. The works [6; 7] confirm that Ukrainian-language terminology is being formed under the influence of English-language discourse, but often without proper adaptation. The problem of distortion of the term “management” has been repeatedly raised at scientific forums, particularly at the conference “Terminology and Modernity” (Kyiv, May 2025) [8].

3. Problem Statement

The study aims to propose a model of terminological symmetry for Ukrainian-language managerial discourse, which ensures a complete word-formation series for each concept and eliminates semantic confusion.

4. Methods and Materials

Methodology:

- Lexico-semantic analysis of normative and scientific sources;
- Comparative terminology (Ukrainian ↔ English) based on ISO 9000:2015 and DSTU ISO 9000:2015 [1; 2];
- Functional-contextual analysis of the application of terms in the social and non-social spheres;
- Word-formation modeling: concept ↔ action ↔ performer;
- Expert assessment of the conclusions of the Working Group with the participation of the Institute of the Ukrainian Language of the National Academy of Sciences of Ukraine (IUL NASU) [9], Higher Educational Institutions, and professional associations.

5. Results and Discussion

In May 2025, at the XV International Scientific Conference “Terminology and Modernity” (Kyiv), an appeal was adopted regarding the necessity of editing DSTU ISO 9000:2015, as the definition of the term “management” in DSTU ISO 9000:2015 does not correspond to the international standard ISO 9000:2015 [9].

In 2022, the Working Group for defining the term “management” in DSTU ISO 9000:2015 established:

- Management should be translated as «менеджмент» (management), not «управління» (governance) or «керування» (control).
- Control should be translated as «управління» (governance) or «керування» (control), not «контролювання» (controlling/inspection).
- «Контролювання» (Controlling/Inspection) corresponds to inspection.
- «Менеджмент» (Management) is a complex activity that includes directing (керівництво) and controlling (управління).
- The definition in DSTU ISO 9000:2015 [1; 2] does not correspond to ISO 9000:2015 [3].

In August 2024, the correctness of the terms' interpretation by the Working Group was confirmed by a letter from ISO/TC176 SC1 (ISO/TC176 is the Technical Committee that developed the international standard ISO 9000:2015, and SC1 is its subcommittee on terminology).

The spheres of application of managerial activity are systematized in Table 1, and the existing terminology is in Table 2.

Table 1. Areas of application of management activities

Sphere	Subject	Object
Social	Human	Human or a collective of people
Non-social	Human	Biological, technical, other systems (without human)
Non-social	Technology	Biological, technical, other systems (without human)

Table 2. Existing terminology in management activities

Concept	Performer	Action
Management	Manager	–
Directing	Director	Directs/Governs
Governance/Control	Controller/Manager	Governs/Controls
Control/Driving	–	Directs/Governs

Thus, there is no verbal equivalent for «менеджмент» (management). The performer is absent for «керування» (control/driving). «Керівництво» (Directing) and «керування» (control/driving) have the same action – «керує» (directs/governs).

The proposed model of terminological symmetry suggests:

- Reviving the term «менеджмент» (management) as a complex activity (directing + governance);
- Delineating «управління» (governance) (social sphere) and «керування» (control/driving) (non-social sphere);
- Introducing terms for the manager's action: «менеджувати» (to manage) or «здійснювати менеджмент» (to perform management).

Derivative terms should also be clarified:

1. Скерування (Guiding) – a person directing the movement of objects without mechanisms.
2. Кермування (Driving) – a person physically operating transport or other technical systems.
3. Регулювання (Regulating) – influence on the parameters of various objects by technical systems.

It should be noted that one of the problems on the path to applying the proposed system of terms is that machine translation of these terms from English to Ukrainian and vice versa usually suggests outdated equivalents that do not convey the essence of management in its modern sense. To eliminate this problem, a bilingual thesaurus of key terms is proposed for discussion, presented in Table 3, in which only one English equivalent is provided for each Ukrainian term, without duplication [10].

Table 3. Key Ukrainian Terms of Managerial Activity with English Equivalents

NOUN (Concept)		VERB (Action)		PERFORMER (Person)	
Ukrainian	English	Ukrainian	English	Ukrainian	English
SOCIAL AND NON-SOCIAL SPHERES.					
<i>General Term – Управлінська діяльність / Managerial Activity</i>					
SOCIAL SPHERE.					
<i>General Term – Менеджмент / Management</i>					
Менеджмент	Management	Здійснює менеджмент	Manages	Менеджер	Manager
Керівництво	Directing	Керує	Directs	Керівник	Director
Управління	Controlling	Управляє	Controls	Управлінець	Controller
NON-SOCIAL SPHERE.					
<i>General Term – Керування / Steering</i>					
Скерування	Guiding	Скерує	Guides	Скерувальник	Guide
Кермування	Driving	Кермує	Drives	Кермувальник	Driver
Регулювання	Regulating	Регулює	Regulates	–	–

Recommendations for implementation:

- Edit DSTU ISO 9000:2015 and related documents in accordance with ISO 9000:2015;
- Implement the proposed model in educational programs, normative acts, and standards;
- Ensure inter-sectoral terminological consistency through the participation of professional associations.

6. Conclusions

Thus, the proposed model allows for: eliminating terminological confusion; increasing the precision of managerial discourse; ensuring international compatibility; contributing to effective public administration, especially in the context of the country's post-war reconstruction and ensuring its sustainable development.

Note. In certain cases, the artificial intelligence Copilot (Microsoft) was utilized for information retrieval, providing suggestions on the presentation and formatting of materials according to current requirements, and translating the abstract and list of references into English.

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