

господарювання положень цього закону призводить до багатьох корпоративних конфліктів, які спричиняють виникнення кризових явищ.

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RUSANOVA L., Master`s Student, NTU “KhPI”, Kharkiv

ZUBKOVA A., Ph.D., Associate Professor, NTU “KhPI”, Kharkiv

AGILE PROJECT MANAGEMENT: MISUNDERSTANDING OF THE TERM

Agile project management (APM) started in the IT industry. Nowadays in this industry is widely used scrum, which is an agile framework. The main problem that arises at the present time is a misunderstanding of the meaning of agile project management. According to the survey [1], 92% of participants told that their agile practice is custom to their team and not "by the book". This discrepancy between people saying they do “Scrum” and what they actually do is a problem for the industry. It leads newcomers to agile believing that Scrum and Kanban are their only two options, and that the many rules and processes for each methodology must be followed to see success. And thus it`s also visible that they don`t know what is the meaning of agile project management.

The deep analysis of APM has been carried out, but it didn`t give the possibility to dispel this misunderstanding (table 1). The main contributions to defining this term were made by authors mainly from USA.

Table 1 – Definitions of Agile Project Management

Author	Year	Country	Definition
Roy S. Moriel	2017	USA	is a short iterative based system which allows a usual bulky process of product development, to be shortened substantially due to fast pace trial and error cycles.
Margaret Rouse	2011	USA	is an iterative approach to planning and guiding project processes.
David F. Rico, Hasan H. Sayani, Saya Sone	2009	USA	is the application of both traditional and non-traditional project management principles to create software.
Sirpa Elliott	2008	Finland	is the work of energizing, empowering and enabling project teams to rapidly and reliably deliver customer value by engaging customers, and continuously learning and adapting to their changing needs and environments .
Gary Chin	2004	USA	presents a practical and repeatable methodology for building a sound yet flexible project process .

The key meaning of APM in the existing definitions is based on “an approach to project management”. But there is almost no attention on the differentia of the term

– “agile”. Basically authors define the role of “agile” in the agile project management as an iterative approach.

The findings from the analysis of the agility term are shown that it is not enough for the APM to use “agile” only in the sense of an iterative approach (table 2). The core of agility is to be able to “respond rapidly to changes” in the business environment.

Table 2- Definitions of Agility

Author	Year	Country	Definition
Martin Christofer	2000	UK	the ability of an organization to respond rapidly to changes in demand both in terms of volume and variety.
Gordana Lozo, Slobodan Jovanović	2012	Serbia	the ability to both create and respond to change in order to profit in a turbulent business environment
Jim Highsmith	2003	Austria	the ability to balance flexibility and stability .

This elimination of the core meaning of agility in the APM could cause the misunderstanding of the term by the majority of employees. Consequently, further researches will be considered on the key features of the agile approach and will give clear understanding for managers and employees about the real significance of using APM for managing projects in the different industries.

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СЕРГІЄНКО О.А., к.е.н., доцент, НТУ «ХПІ», м. Харків

БРАТКОВ М.О., магістрант, НТУ «ХПІ», м. Харків

КОМПЛЕКСНА ЕКОНОМЕТРИЧНА МОДЕЛЬ ПОКАЗНИКІВ ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ УКРАЇНИ

Розглянуто інструментарій дослідження взаємозв'язків між показниками інноваційної діяльності підприємств з використанням сучасних інструментів економіко-математичного моделювання.