
PROBLEMS OF ECONOMICS AND MANAGEMENT OF OIL AND GAS COMPLEX

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INFORMATION ON THE ARTICLES

UPDATING OF STANDARD TAXATION SYSTEM FOR RAISING EFFICIENCY OF OIL FIELDS DEVELOPMENT (p. 6)

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The paper presents taxation models, adopted in the Russian Federation, as well as Russian and Chinese models, under the terms and conditions of Product Sharing Agreement (PSA). The above-mentioned models served the basis for performing economic evaluation of development of one of the fields in the Nenets autonomous territory. The results obtained confirm the fact that usage of 10-year tax holidays relating to MET payment makes the option cost-effective. The applied PSA models witnessed essential reduction of tax burden, however, imperfection of the legal framework of the Russian legislation makes their application rather difficult. The point is that taxation models specific features presented here provided the basis for raising quality and reliability of multi-variant calculations when assessing effectiveness of proved reserves development in design solutions. Methods and models formed the basis of a software development allowing more flexible and adaptive application of various tax schemes with the aim of providing some final conclusion about economic efficiency of an investment project.

Key words: economic evaluation; investment oil and gas project; tax system; design solutions.

CONTEMPORARY STATE OF SUBSOIL ASSETS LICENSING IN KOMI REPUBLIC (TIMANO-PECHORSKAYA OIL- AND GAS-BEARING PROVINCE) (p. 10)

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Evaluation of the current state of subsoil assets licensing in the Komi Republic for the period of 2000—2011 is performed. Analyzed Data on the number and types of existing licenses, territorial affiliation of licensing objects to the regions of the Republic and companies-owners of licenses are analyzed. Results of the analysis of auctions' efficiency are presented.

Key words: licensing; subsoil assets; subsoil user; auctions; initial payment.

TAX PRIVILEGES FOR INCREASING EFFICIENCY OF WELLS FUND USAGE BY THE SMALL OIL COMPANIES (p. 18)

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The paper dwells on the problem of raising efficiency of wells fund operation. The following ways of the problem solution are considered: involvement of small oil companies into oil producing branch of industry on the one hand and tax privileges of oil extraction at low-productive fields on the other hand. The authors of the article present their model of oil fields segmentation by investment-volume matrix for subsoil areas allocation to be developed by small oil companies. Advantages and disadvantages of the existing tax programs are discussed, the authors' approach to tax privileges of oil extraction from low-debit wells is proposed.

Key words: oil producing branch of industry; small business; problems and directions of development; tax privileges in oil producing branch of industry.

EXPERIENCE OF INTRODUCTION OF PROJECT MANAGEMENT SYSTEMS IN OIL AND GAS BRANCH OF INDUSTRY (p. 23)

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Corporate Project Management System (CPMS) presents management innovation for majority of Russian companies. CPMS implementation began in the construction branch of industry, IT-companies and later in more conservative branches of industry such as railway, nuclear, oil and gas ones.

Experience of introduction of project management system in four companies of "Gazprom Group" is given.

Substantiation of the project implementation cost-effectiveness and calculation of sensitivity to average-annual budget alteration of project activities of a gas transportation company are performed.

Key words: oil and gas industry; project management; information system; financial efficiency of project.

MULTI-CRITERIA ESTIMATION OF MECHANISMS EFFECTIVENESS USED FOR MANAGING GAS-DISTRIBUTING ORGANIZATION ACTIVITY (p. 27)

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In the conditions of market economy mechanisms used for managing activity of multi-industry gas-distributing enterprises must provide their efficient operation. At present development of some complex mechanism to be used for assessment of operating organizational structures and their modifications in order to choose the best option is of current interest.

The methodology of assessment of organizational structures effectiveness by the formulated particular criteria of quality which allows ranging of the structures, being analyzed, by applying any of the criteria is developed. The analysis proves the fact that assessment of effectiveness by applying local quality criteria makes the results ambiguous in the whole in each of the structures under study.

The generalized criteria of quality assessment are built for a group of some separate indices which later create some global criterion of the system effectiveness, characterizing integral quality assessment of any organizational structure under consideration by a set of all twelve formulated particular criteria.

The proposed approach allows analyzing effectiveness of the developed and introduced management structures to be used for gas-distributing companies' management at the design stage as well as performing ranging of existing production structures.

Key words: management hierarchical structure; systems analysis; graph theory; particular criterion; generalized index; data traffic; equilibrium; wholeness; controllability; reliability of organizational structures; reorganization; restructuring.

AN OIL COMPANY SOCIAL POLICY AND SOLUTION OF THE PROBLEM OF POPULATION EMPLOYMENT IN PRODUCTION SPHERE (p. 32)

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The basic directions of social policy pursued by an oil and gas company are studied and problems of population employment in the production sphere are analyzed. Social programs implementation, based on clear principles, is the most reliable means of avoiding destructive conflicts and other negative events in social life. Targeted development of a set of measures, ensuring social status protection allows organizing operational mechanism of social risks management, practice of direct communication with interest groups and trust-based relationship with them. Furthermore, the above-said provides the basis for anticipatory identification of crisis situations, creates a margin of safety for business reputation and finally increases a company's stability. All these factors, the methodology and activity techniques are adopted by JSC "Grozneftegas" in one way or another. Consequently, consideration of this company experience appears useful as being the most successful example of economic and social problems salvation, including those ones, existing in the sphere of creation of a competing labor market. The article stresses the fact that JSC "Grozneftegas" social policy is based on its mandatory involvement in socially significant projects with the Government and business.

Key words: oil company; social policy; labor market; production sphere; stability of the company.

MANAGERIAL PROBLEMS OF EDUCATIONAL SERVICE MARKET (p. 35)

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It is determined that the major problem in the field of vocational education management in conditions of transition to economy innovative development is answering the demands for new theoretical and methodological approaches, principles and tools of educational institutions management. The paper proposes some measures to intensify innovation activity of educational structures.

Key words: education; development; methodology; innovation.

INTERRELATION OF BENCHMARKING AND MANAGEMENT OF CHANGES (p. 39)

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Effective management of changes in organizations can significantly improve their ability to transform and get a substantial return on investments from changes.

The article analyzes the definitions of "change management" concept, the number of which in scientific literature is sufficiently large number and which highlight its various aspects.

The analysis of essence and content of changes management in an organization and its definitions and significant aspects allows giving the author's definition of this concept as an innovative adaptation of functions (procedures) and business-processes (operations) of the organization to political, legal and socio-economic changes in the external (market) environment.

The main stages of the changes management process in an organization are identified and substantiated.

The interrelation of functions and procedures of an organization's changes management and benchmarking is studied. The line between changes management and benchmarking is established. Benchmarking is considered as a part of changes management implementation.

Key words: changes management; benchmarking; strategic methods; management functions.

ECONOMIC OPTIONS FOR RECONSTRUCTION OF OIL REFINING CAPACITY OF BURGAS REFINERY (p. 46)

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The development of oil refining in the European Union (EU) and the provision of each country economy with high quality

and ecologically pure "Euro-5" fuels are referred to the strategic objectives of the state economic growth. The article analyzes the current state of oil-refining industry development in the EU and Republic of Bulgaria. The performed analysis served the basis for outlining the strategies of development and modernization of Burgas oil refinery and options for the reconstruction of refinery process scheme are proposed.

Deepening of oil refining processes that involve "heavy" fractions in their composition, being observed during the last decade, leads to increasing of the refinery operating costs. Increasing of process costs while producing expensive ecologically pure motor fuels to meet the requirements laid down in the European directives envisages choice of optimal production option, which is strictly specific for each refinery and depends on the type of feedstock and plant flow sheet.

The increasing demand for automotive fuels makes oil refineries compete for maximum recovery (oil refining deepening) of distillate fuels from crude oil. Imposition of a global trend towards processing of more sour crudes makes the implementation of this goal even more difficult. Collected statistic data obtained during analysis of the world fuel market witness such a possibility because high oil prices have some positive effect on oil refineries margin, whose process chart includes conversion of heavy residues. With increasing oil prices from 70 to 120 USD per barrel, the difference between the prices of automotive fuels and fuel oil has reached a price range of 450—500 USD/ton.

At the same time the countries of Eastern Europe and the Balkans are facing deficiency in high-quality and ecologically-friendly diesel fuel, which will continue growing. Analysts predict that diesel deficit will reach 35 million tons/year by 2015.

Comprehensive marketing analysis of diesel fuel market served the basis for proving the possibility of a wide distribution of high quality products of Burgas refinery in the countries of the Balkans region, where these products are of great demand and is going to take the leading position on this market.

Key words: economics of deep oil refining; refining performance characteristics; basket of oil products; processing depth; light oil yield; structure of technological processes of crude oil recycling; ecologically pure diesel fuel; production capacity of existing facilities.