
PROBLEMS OF ECONOMICS AND MANAGEMENT OF OIL AND GAS COMPLEX

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INFORMATION ON THE ARTICLES

METHODICAL APPROACH TO COMPLEX ANALYSIS OF PETROLEUM PROJECTS RISKS (p. 4)

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Problems of risks complex analysis of different nature in the process of oil and gas projects implementation are considered in the present paper. The basic principles of the analysis are determined and some indicators of risks quantitative assessment of oil and gas projects with account of possible losses and gains from risky events realization as well as investors' risk appetites are proposed. Some methodical approach to quantitative assessment of a number of significant risks is proposed, possibility of its practical application at the stage of feasibility study of investments in oil and gas projects is shown. The methodical approach to risks complex analysis of oil and gas projects, developed by the authors of the paper, was used during investments substantiation, working-out and choice of design solutions options and substantiation of recommendations on risks' reduction in a number of complex oil and gas projects. The above-said approach proved its effectiveness.

Key words: risk; oil and gas project; analysis; methodical approach.

CLASSIFICATION OF SUB-SOIL ASSETS CAPITAL (p. 16)

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Classification of natural, mining capital in accordance with unified criterion, namely, its accumulation (formation) source is presented. The new concept — mineral-resource capital — is justified. Correlation between capital and rent, mineral-resource capital and mining rent is analyzed. Substantiation of their classification in accordance with the unified criterion is given. Possibility of this classification application to differentiate taxes and excise taxes, property evaluation methods, identification of new types of rents is shown.

Key words: capital; rent; natural resources; natural capital; capital classification; mining; mineral-resource capital; natural resource rent; mining rent; mining capital reproduction.

EMPLOYEES LABOR SATISFACTION AS THE RESOURCE OF PERFECTION OF LABOR EFFICIENCY AND PRODUCTIVITY (p. 19)

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A man's performance efficiency depends on the degree of his labor satisfaction, on submitting personal meaning to production, on a man's desire to completely realize his individual professional skills in his company. Since the research of labor satisfaction does not refer to the standardized methods of the company's team studying regulated by "Provision relating to socio-psychological research organization in societies and organizations of JSC "Gazprom", some anonymous polled questionnaire comprising three blocks (labor conditions and incentives, career and personal development, communication and relationships in the team) and touching the job satisfaction factors

was drafted, followed by carrying-out the questionnaire survey. Full analysis of all indicators revealed some unfavorable trend concerning the labor satisfaction results of the employees engaged in primary production (plants of wells capital and underground workover — CKPRS) of Urengoy Department of Intensification and Wells Workover (UIRS) of "Gazprom podzemremont Urengoy, Ltd.". The performed research served the basis for giving recommendations on improving labor satisfaction and raising labor productivity.

Key words: satisfaction; labor; employees; anonymous questionnaire; questionnaire survey; analysis; proposals.

CONTEMPORARY STATE OF GAS INDUSTRY DEVELOPMENT IN THE REPUBLIC OF SAKHA (p. 25)

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In accordance with the approved program of the Far East and Eastern Siberia development, the author of the paper reviews the current state of the republic's gas industry development and the prospects for further development of the gas industry in the region. The problems relating to resources availability in the republic to implement the above-mentioned program, to a number of exploratory surveys to be done work in order to replenish natural gas reserves are also discussed in the paper. Prospects for expanding of gas industry resource base are associated with the western and central parts of Yakutia (Nepsko-Botuobinskaya anteclise, Vilyui syneclise). Further development of gas industry is closely connected with JSC "Gazprom", the largest investor of gas branch of industry. Updating of socio-economic level and development of infrastructure in the region are the ultimate objective of the Program of development of the Far East and the Eastern Siberia.

Key words: gas industry; gas branch of industry; gas consumption; gas processing; gas fields; resource base.

MANAGEMENT OF EXPENDITURES ON PROMOTION OF VERTICALLY INTEGRATED OIL COMPANIES' PRODUCTS ALONG THE DELIVERY CHAIN: FUNCTIONAL APPROACH (p. 29)

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Application of some functional approach to control expenditures on production promotion along the supply chain of vertically integrated oil companies (VIOC) is proposed. Its essence

and content as well as advantages of usage in vertically integrated oil companies' activities in order to control costs on products promotion along the companies' supply chain is revealed. The groups of drivers under consideration are as follows: depending on volume indicators, structure, dynamics, innovations. The approach to cost management, being considered here, is divided into two components: cost management, performing functions of the supply chain of VIOCs in general and in individual links of the supply chain. The content of the stages of the functional approach introduction into the activities of vertically integrated companies as well as requirements for the control system are revealed.

Key words: vertically integrated oil companies (VIOCs); expenditures management; supply chain; functional approach.

RISKS MANAGEMENT OF A GAS TRANSPORTATION COMPANY (WITH THE EXAMPLE OF "GAZPROM TRANSGAZ TOMSK, LTD." COMPANY (p. 33)

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Activities of any business entity are accompanied by risks. Risks should be identified and competently managed, their effect should be evaluated. The article submits some classification of risks characteristic for a gas transportation company as well as some examples of their management by the company. It is shown that risks management is carried out with usage of the whole complex of interrelated legal, institutional, economic, engineering and other activities.

Key words: gas transportation company; risks management; strategic risks; operational risks; risk management system.

FORMATION OF A COMPANY'S PERSONNEL POTENTIAL IS THE BASIS OF AN OIL AND GAS COMPANY (p. 37)

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The paper presents description of Uzen field and the company that is engaged producing oil and gas (the Company). On an example of The Company serves an example for describing the detailed program of formation of personnel reserve specialties: the sources of formation and methods of selection of personnel reserve. Some responsibility matrix of the Company's personnel reserve formation as well as individual plans of employees' education are developed. The main obstacles that arise on the way to effective formation of personnel reserve are shown.

Improper definition of operations sequencing or omission of some important link in the chain of stages can not only jeopardize the quality and effectiveness of the work done, but also lead to negative results. The sequence of operations is illustrated by an example of a geologist position. Traditional indicator of an employee progress is still his career growth, however, horizontal

transmission, being rather an effective way of the staff's motivation, is often used in practice. Analysis of the personnel policy, being in force in JSC "Ozenmunaigaz", serves the basis for showing an example of personnel reserve formation. The personnel reserve management is of targeted, systematic and planned nature. The Company's management team is targeted at achieving high production performance through the development and use of employees' potential.

Key words: personnel reserve; personnel evaluation; individual development plan; redundant post.

FORMATION OF SOME BALANCED SCORE CARD TO BE APPLIED AT OIL AND GAS PRODUCING COMPANIES (p. 42)

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Oil and gas producing industry is a complex structure, management of which requires clear understanding of the mission and strategy of companies, operating in this branch of industry. It should be taken into account that natural conditions are the first and important ones that pay influence on the performance efficiency of the companies, operating in this industry. The companies, operating in oil and gas producing branch of the industry, are subject to tough competition. With account of some specific features of this branch of industry, introduction of the Balanced Score Card (BSC) is becoming a rather complicated process, so the paper answers the urgent challenge. The paper analyzes the process of BSC formation for oil and gas producing companies and stresses the importance of taking into account the specific features of the industry. The necessity of studying the business processes to identify success factors and key performance indicators (KPI) is proved; some method of a KPI calculation is proposed. The paper quite sufficiently stresses BSC advantages which can be used in case of the system practical implementation at the enterprises of oil and gas branch of the industry.

Key words: Balanced Score Card; key performance indicators; strategic plan; business-process; factors of success; oil production; wells overhaul.

CLASSIFICATION CRITERIA IN ECONOMICS AND MANAGEMENT OF OIL AND GAS COMPLEX (p. 46)

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Some economic-managerial classification principals and their specific features in oil and gas complex are considered together with the authors' definite researches. Scientific-theoretical and applied studies, economic in particular, suggest classification, systematization and grouping of concepts, parameters, methods and tools.

The most important economic characteristic of oil and gas complex development and its effectiveness is the structure, the level and other qualitative and quantitative parameters of investments. With account of the above-said, some classification of investments by economic-managerial criteria with the author's innovative features, supplements and comments setting forth investments' role in raising efficiency of industrial enterprises development while analyzing classification criteria is suggested. A number of theoretical aspects of the suggested classification are substantiated by the author's applied scientific innovations that were tested in LLC "Gazprom dobycha Astrakhan".

Another example of classification is as follows: the suggested systematization of economic-managerial problems and risks of development of gas and gas-condensate fields with high levels of impurities with specific proposals and initiatives, including comprehensive state investment stimulation and state support of innovations.

Key words: classification; investments; economic problems; economic risks; gas fields; state stimulation.

SOME APPROACH TO CREATION OF THE CUSTOMS UNION'S INTERNAL CONTROL SYSTEM OVER CUSTOMS LEGISLATION COMPLIANCE AND INTERNATIONAL AGREEMENTS (p. 51)

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An approach to the development and introduction of the internal control system into importing companies, which will provide evidence of compliance with the requirements of customs' legislation is presented. Such confirmation is necessary to ensure control over compliance with the established rules of accounting and financial (accounting) statements of a company (companies, organizations) in terms of accomplishing foreign trade activities under International Financial Reporting Standards (IFRS). The proposed approach realizes the idea of establishing a system of internal control like "from financial statements towards customs declaration" and includes sequencing of phases: preparatory, basic — development of control programs, innovative and realizable. The main content of the working phases: preparatory — development of the audit program and carrying out the audit of the internal control system; general — defining of the risk profile (risk structure), development of the monitoring program and determining of the data format; innovative — registration, filling in and consideration of an application for participation in the internal control program; realizable — customs inspections is presented. The list of benefits that importing companies can get in accordance with the results of customs inspections is submitted.

Key words: customs control; internal control system; creation model; stages; programs; audit; risk profile; control; customs inspections; customs legislation; international standards; company; enterprise; organization.

PROBLEMS OF FORECASTING OF CHINESE ENERGETICS DEVELOPMENT (p. 55)

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The Chinese economics provides us with some example, quantitatively unprecedented in the modern history, of successful and time-compressed industrial revolution that incorporated a lot of positive features of accelerated economic development of neighboring countries. This example, in our opinion, is not subject to analysis and forecast by applying the worked out schemes and econometric formulas (especially in the framework of neoliberal developments).

The paper considers problems relating to energy consumption prediction in the People's Republic of China (PRC) with the examples of domestic and foreign scientific literature. Some principal problem, which enters not only the details but also the total methodology of forecasting, specific complexity of

Chinese economy and its energy industry as an object of analysis, is presented. There appears simple contradiction: increase of the role of the country with strict governmental regulation of energy industry in world energy branch of industry (as well as growth of importance of political and finance factors in the world economy), but at the same time the methodology, applied for making predictions, repeats, as a rule, standard approaches of econometrics, proceeding from the models of perfect competitiveness, production function, etc. It should be noted here that home and foreign authors rather often obtain the initial data from International Energy Agency, survey reports of other agencies and foreign majors, ignoring the Chinese sources.

At the same time the majority of this kind of organizations is set up in countries that import fuel and, taking into account the fact that forecasts are a political tool (as well as reflection of the current market conditions), it is not always expedient to trust them.

Key words: energy consumption forecast; specific energy intensity; energy efficiency; forecasts of PRC mega-economics; "self-reliance"; "Chinese factor" in the world energy industry; scenarios of economic growth in China.