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## **PROJECT MANAGEMENT AS A TOOL OF DEVELOPMENT STRATEGIES DOMESTIC ENTERPRISES OF GAS TRANSPORTATION**

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*Absence in Ukraine of adequate methodology of management the difficult socio-economic systems, ignoring the organizationally economic and technological features of functioning domestic gas-transport enterprises, are reasons of the subsequent deepening of crisis of their functioning and doing of realization of the real reforms impossible. As a result all activity of structures of management functioning and development of domestic gas-transport enterprises is taken only to the urgent reacting on problems which arise up. Even having a special purpose complex programs from modernization of the gas-transport system, as an instrument of realization of a particular branch and state policy of steady development, policy of energy safety of the state, today remain not effective. On such conditions there is a necessity of introduction of different mechanisms and management methods, which will be based on modern methodologies, methods and management facilities, and will nurse from a theory a management projects.*

**Keywords:** *project management, unstable environment, gas-transport enterprise, development.*

**Introduction.** The modern environment of functioning of enterprise is both external and internal, characterized the high level of complication, dynamic, and uncertainty which forms his instability together. Therefore terms in which today enterprises function on the whole, and gas industry, in particular, predetermine the necessity of introduction of different mechanisms and management methods, which are based on modern methodologies, methods and management facilities. The study

of experience of foreign countries rotined expedience for providing of the effective functioning and development of enterprise of the use of such principles and technologies of strategic management, which will nurse from a theory a management projects.

Absence in Ukraine of adequate methodology of management the difficult socio-economic systems, to which it is legitimate to take domestic gas-transport enterprises, not accounts of features of management gas-transport enterprises, namely:

- as links technologically and organizationally economic closely associated, from one side, with the sources of booty of natural gas, and from other – with the users of natural gas;
- features of functioning of them as natural monopoly;
- to the necessity of providing ecologically of safety and guard of environment;
- exceptionally important role in providing of power safety of the state;
- to the necessity of integration of domestic gas-transport network for the European network of gas pipelines;

- political and economic speculations round their functioning and strategy of development, it is reasons of the subsequent deepening of crisis of functioning and doing of realization of the real reforms impossible. It results in a volume, that all activity of structures of management functioning and development of domestic gas-transport enterprises is taken only to the urgent reacting on problems which arise up. Even having a special purpose complex programs from modernization of the gas-transport system, energy-savings, increase of competitiveness, as an instrument of realization of a particular branch and state policy of steady development, policy of power safety of the state, today remain not effective. The special value is acquired by a management projects in the conditions of dynamic surroundings: at the terms of vagueness, regular and extraordinary situations, crises, when key is realization of project measures in time, with the limited resources, clear co-ordination and control of actions, activation of intellectual activity of collective, observance of the noted quality, and, major – by obligatory achievement of the put aims.

Therefore, for providing of effective embodiment in life of all strategies and programs of modernization and development of domestic gas-transport enterprises, suggest to use the scientifically grounded methodology of management projects, that already declared itself effective in practice during realization of difficult and scale projects and programs.

**Analysis of recent researches and publications.** Consider Anri Fayolya and Henry Ganta the founder of project management, on the basis of labours of which a modern project management purchased development. In particular among domestic research workers this problem in the labours was lighted up: Bushuev S., Gogunskiy V., Evtukhova T., Koshkin K., Krap N., Kuzminikh V., Legenko Y, Mischenko R,

Pavlikha N., Yuzevich V. and other.

**Previously unsettled problem constituent.** Development of domestic gas-transport enterprises is not possible without development and realization of the proper projects and programs of both economic and technical, ecological, energykeeping character. Projects for today are not yet provided with the completed enough methodological developments, that often does impossible the receipt of the desired results. According to this, problem of management projects in gas industry of Ukraine needs subsequent scientific researches which are in modern terms perspective enough.

**Main purpose of the article** is consideration of conceptual principles of management on domestic gas-transport enterprises and exposure of prospects and transition possibilities projects from a traditional case frame to the project in the context of providing of their development in the conditions of instability of environment.

**Results and discussions.** From positions of complex approach in control system it is possible to select a few in relation to the elements which depend and stipulate each other: management vehicle; management mechanism; management process; facilities which provide a management process; mechanical perfection of management. Enterprise as an economy and production system can be examined as an association of two subsystems – managing and guided. A managing subsystem (management subject) carries out administrative influence on the guided subsystem (management object) – manufacturing staff, equipment, raw material, technologies and others like that.

Connection between subsystems is carried out through an exchange information: from managing administrative information acts to guided, and in reverse direction is information about implementation more early of the got tasks, about the state of the guided subsystem, reaction on the just got orders. Administrative activity engulfs the various spectrum of executable works, most favourable terms directed on creation, for development of enterprise, more complete and rational use of his resources, the best organization of labour [1].

The process of management an enterprise is engulfed by four successive stages:

- it is realization of concrete functions of management (financial management, by shots, supply, sale, by subsections and others like that) through the public functions of management (planning, organization, motivation, control and adjusting);
- forming of management methods as methods of influence of managing subsystem of enterprise on guided;
- it is formalization of management methods in administrative decisions on alternative principles;
- providing of influence of the sensor-based system of enterprise is on guided on principles of mechanisms of guidance (power, leaderships and others like that) [2].

In same queue, if to examine development of enterprise as process of irreversible high-quality change of financial and immaterial properties of enterprise as an open socio-economic system, which takes place as a result of positive co-operation of external and internal environment of functioning of enterprise, and provides growth of his meaningfulness in space and time [3]. Then, accordingly, a management development of enterprise can be examined as influence of the sensor-based system on guided with the purpose of providing of irreversible high-quality change of properties of enterprise as an open system, on condition of positive co-operation him external and internal environment.

That, as assert in the researches of Feschur R. and Samulyak V., management development of enterprises has for an object transferring of the system from one state in other with new high-quality descriptions, while translation of enterprise provides a management an enterprise from the initial state to the state, which minimum deviates from initial (it is in the set limits of change of integral index of development of enterprise) [1].

Therefore, we consider that at the terms of high instability of external and internal environment of domestic gas-transport enterprises, crisis state of their functioning, necessity of the rapid reacting, on the unforeseeable changing, necessities, in a scale tekhniko-technological and administrative changes pull out into first place a requirement in the high-quality changes of properties of these enterprises, that to development. Exactly on such conditions there is a requirement in application of methodology of project management next to a traditional management for providing of development as separate gas-transport enterprises so industries on the whole.

On principle the excellent sign of project management from other types of management is previous development of integral model of project, complex feasibility and ecological study, co-ordination, assertion, comprehensive realization and control.

Most generalized a management projects can be defined as an area of knowledges from a management resources with the purpose of successful achievement of aims and completion of tasks a project. Does a management projects sometimes equate with a management the programs, but program – it actually higher level: group of interdependent projects. Project is a process, which has the certain beginning and end, usually limited a date, is limited sentinel scopes, but also can be limited to financing or achievement of results, which is carried out for realization of unique aims and tasks, usually, to result in advantageous changes or creation of valueadded. Temporal nature of projects contrasts with business (by processes), which are the permanent or partly permanent activity repeated, from the production of products or services. In practice, a management afore-mentioned two systems often differs and thus requires development of separate technical skills and use of the

up-diffused management by them [2, 3, 4], see table 1.

**Table 1. Difference is between ordinary and project activity of enterprise**

<b>Aspect of activity</b>	<b>Ordinary activity</b>	<b>Project activity</b>
Character of activity	Activity which repeats oneself constantly	Valid for one occasion implementation of concrete work
Gaining end activity	Inopportuneness of achievement of the put purpose, overrun of resources. Often there is absence of the expressly formulated purpose and tasks	Creation of purposeful project groups is given by possibility to achieve objective in time activity with preliminary certain resources
Degree of intensity of the use of resources	Relatively low intensity of the use of resources	High intensity and efficiency of consumption of resources
Type of problems which decide	Conservative problems which often meet in practice of work	Unique problems which need exceptional decision, that the not masses of analogues
Personnel, brought over to work	Permanent collective, adjusted relations and connections between all participants	Temporal collective, possible rotary press of skilled composition and temporal bringing in of highly skilled specialists
Level of organization of command work	Duplication of functions, insufficient level of co-ordination of work and timeliness of making decision, higher conflict, inopportuneness and prevarication of information	Close intercommunication and co-operation of performers, more easy management conflicts, flexibility of organization and development of command, unique informative system and clear co-ordination of actions
Responsibility is for sufferet errors	Low enough cost of administrative miscalculations, low level of motivation	High level of motivation and responsibility for a project and him main tasks, high paying for sufferet errors
Use of the accumulated experience	A permanent returnability is to experience past	Necessity of search of original methods of decision of problems

It is complemented and generalized on the basis of literary sources [4, 5, 6, 7]

The main task of project management is achievement of all aims and implementation of tasks a project, simultaneously executing terms in relation to beforehand certain limitations of project. Typical limitations are limits and maintenance of project, time, budget. By a second-rate task, but more ambitious, there is optimization, distributing and integration of tasks, necessary for achievement of beforehand certain goals.

By basic descriptions, and at the same time and by advantages, it is been a project:

- presence of problem on the decision of which a project will be directed;

- presence of participants, including a basic having a special purpose group and eventual beneficiaries (users);
- system and purposefulness;
- interdependence of purpose, aims, tasks, actions, resources and expected results of project;
- narrow-mindedness of resources;
- forming of plan of realization of project is on the basis of dependence between quality, cost and duration of works of project;
- exposure of potential risks and search of ways of their overcoming;
- selection and interprocess of creation of product of project and management communication by him;
- a presence of feed-back is between products, results, aims, actions and resources of project;
- the developed system of monitoring and estimation is for support of project management;
- feasibility study of benefit from a project, which must exceed charges on his realization [7].

A management projects, as embodiment of approach of the systems to the management, substantially differs from a traditional management, but here does not oust him in a complete measure, and vice versa, contains the base going near a traditional management. In particular, a traditional management is realized on the lower levels of decoupling of project [8].

We consider that management projects, coming forward for today one of mandatory members of achievement of development of enterprise in the conditions of unstable external environment, has for an object simultaneous providing of increase of efficiency of activity of enterprise, rational use of resources and activation of intellectual potential of workers.

In relation to the increase of efficiency of functioning of gas-transport enterprise, realization of this purpose in the context of management of enterprise project activity will enable to improve technical and economic indexes by the effective planning and organization of activity, motivation of project command and forming of the hard system of responsibility, bringing in, in the case of necessity on temporal basis of necessary specialists on other enterprises, research organizations, of a particular branch ministries and others like that.

The rational use of resources is based on the complex estimation of requirement in resources, forming of tables of requirements in resources after the types of works and limitations in time, comparison of necessity and presence of resources, determination of their failing or surpluses, on the certain moment of time, that allows operatively to react on possible rejections in a calendar plan and apply the receptions of planning in the conditions of the limited resources or limited time, to form new

plans on the basis of prognosis of « that... if... ».

In same queue unicity of problems which decide during realization of projects, the high level of motivation and responsibility of project command, wide access to the informative resources and possibility of exchange experience, with highly skilled specialists in a concrete sphere is instrumental in activation of intellectual potential of the attracted workers: to development of their creation, application of modern methods of organization of work, stimulation of rationalizer, invention, resurso- and energy-savings.

**Conclusions and further researches directions.** We offer conception of management projects in the context of providing of development of domestic gas-transport enterprises, which must foresee development and realization of ideas which provide high-quality changes in-process enterprise for an account:

- mobilizations naturally resource and intellectual potential;
- providing of development of resurso- and energykeeping technologies is in the process of transporting of natural gas;
- perfection of balanced of the system of quality of transport services and guard of environment;
- improvement of production and economic connections with enterprises on the booty of gas and other systems of gas-supplying, from one side, and by the users of natural gas, from other;
- improvement of spatial location of objects of the gas-transport system;
- providing of nature protection measures and safety of gas-transport services measures;
- development of international cooperation and providing of reliable, transparent and stable outwardly economic to activity of enterprise.

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## **ПРОЕКТНЕ УПРАВЛІННЯ ЯК ІНСТРУМЕНТ РЕАЛІЗАЦІЇ СТРАТЕГІЇ РОЗВИТКУ ВІТЧИЗНЯНИХ ГАЗОТРАНСПОРТНИХ ПІДПРИЄМСТВ**

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*Відсутність в Україні адекватної методології управління складними соціально-економічними системами, не врахування організаційно-економічних та технологічних особливостей функціонування вітчизняних газотранспортних підприємств, є причинами подальшого поглиблення кризи їх функціонування та унеможливлення реалізації реальних реформ. Це призводить до того, що вся діяльність структур управління функціонуванням та розвитком вітчизняних газотранспортних підприємств зводиться тільки до екстреного реагування на проблеми, які виникають. Навіть цільові комплексні програми з модернізації газотранспортної системи, як інструмент реалізації галузевої та державної політики сталого розвитку, політики енергетичної безпеки держави, сьогодні залишаються не дієвими. За таких умов виникає необхідність впровадження різних механізмів та методів управління, які базуються на сучасних методологіях, методах та засобах управління, та виходять з теорії управління проектами.*

***Ключові слова:** управління проектами, нестабільне середовище, газотранспортне підприємство, розвиток.*

## **ПРОЕКТНОЕ УПРАВЛЕНИЕ КАК ИНСТРУМЕНТ РЕАЛИЗАЦИИ СТРАТЕГИИ РАЗВИТИЯ ОТЕЧЕСТВЕННЫХ ГАЗОТРАНСПОРТНЫХ ПРЕДПРИЯТИЙ**

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*Отсутствие в Украине адекватной методологии управления сложными социально-экономическими системами, не учитывание организационно-экономических и технологических особенностей функционирования отечественными газотранспортными предприятиями, является причинами дальнейшего углубления кризиса их функционирования и невозможным реализацией реальных реформ. Это приводит к тому, что вся деятельность структур управления функционированием и развитием отечественных газотранспортных предприятий сводится только к экстренному реагированию на проблемы, которые возникают. Даже целевые комплексные программы из модернизации газотранспортной системы, как инструмент реализации отраслевой и государственной политики устойчивого развития, политики энергетической безопасности государства, сегодня остаются не действенными. При таких условиях возникает необходимость внедрения разных механизмов и методов управления, которые базируются на современных методологиях, методах и средствах управления, и выходят из теории управления проектами.*

***Ключевые слова:** управление проектами, нестабильная среда, газотранспортное предприятие, развитие.*