

IHRDC

International Human Resources Development Corporation

INSTRUCTIONAL PROGRAMS



2011/2012

Instructional Programs Catalog



For The Oil And Gas Industry



"Expectations were surpassed."

-2010 participant

Welcome to IHRDC's 2011 Instructional Programs Catalog



Dear Colleague:

I am writing to invite you and your colleagues to come to Boston in 2011 to attend one of the many outstanding, time-tested "oil and gas industry management programs" outlined in this catalog. As the Program Director I can assure you that each of them will exceed your expectations in many ways: great learning content, outstanding instructors, networking with peers from many countries, and both evening and weekend excursions with fellow participants and spouses to cultural, social, historical, dining and shopping venues. You will enjoy the total experience in one of the world's great cities.

As you review this catalog, please note that we offer programs annually in Boston in the spring and fall. They include our time-tested "industry foundation programs" (International Petroleum Business, International Gas Business, Financial Modeling and Petroleum Project Economics, HR Processes and Change Management, and Essential Management Skills), clustered logically into Certificate Programs.

Please also note that we are offering three new programs in 2011:

E&P Project Management: Deepwater Oil versus Unconventional Gas
Designed for individuals who seek a comprehensive and practical understanding of the project management processes that are applied in the development of upstream petroleum projects. Today's two attractive E&P project opportunities – deep offshore and unconventional gas - are used to illustrate the management process.

**Advanced Petroleum Management Program:
Enterprise Wide Leadership in Times of Change**

Designed for international oil and gas managers and executives who seek to enhance their skills in managing and leading oil and gas enterprises during times of change so as to maximize overall performance.

International Petroleum Law for Non-Lawyers

Provides today's international oil and gas managers with the understanding of the areas of law that impact oil and gas operations, the skills to read, negotiate and implement agreements and regulations, and the judgment to manage effectively within the bounds of legal and regulatory constraints.

IHRDC has been successfully teaching oil and gas industry programs for more than 40 years throughout the world and at its home office in Boston. Attendees typically come from many petroleum industry players - majors, independents, national oil companies, service companies and government agencies from many countries.

I encourage you to look at each program in our catalog and pick the one that meets your needs, whether it be our time-tested International Petroleum Management Certificate Program or the new Advanced Petroleum Management Program or Petroleum Law Program. Whatever your selection we encourage you to make your decision early, enroll online and allow us to help you plan for your stay in Boston. Enroll early by going to www.ihrdc.com.

I look forward to welcoming you personally to Boston or one of our other program locations in 2011!

Sincerely,

Dr. David A.T. Donohue Ph.D., J.D.
President and Program Director

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TRAINING
PROVIDER
2010
OF THE YEAR
— getenergy

About IHRDC

IHRDC was founded in 1969 with a commitment to offer international oil and gas companies excellent products and services to train and develop their workforce. In the four decades since then – from both our Boston headquarters and our offices in Houston, Amsterdam, Cairo, Jakarta and Lagos – we have set a worldwide standard of excellence through our Instructional Programs, e-Learning Solutions and Training Services. Our offerings are being used daily by thousands of industry leaders. [For more information go to www.ihrdc.com](http://www.ihrdc.com).

The IHRDC Experience Combines Learning Excellence and Attention to Your Needs

For 40 years, IHRDC has been a worldwide leader in training and competency development for the international oil and gas industry. Our Instructional Programs have gained a reputation for excellence in the industry for all of these years because of their unique design, superior instructors and attention to participant needs throughout their stay.



IHRDC ensures a first rate learning experience by providing excellent instruction, stimulating social and cultural activities, and an opportunity to network with your colleagues from around the world.

IHRDC

Engaging Instructional Format

Our unique and highly-regarded instructional design combines lectures by experienced oil and gas business specialists with challenging proprietary IHRDC “business games.” Classroom sessions include timely, comprehensive, practical and challenging topic matter. Our business workshops allow participants to internalize learning through team discussion and decision making that reflect real-life challenging business opportunities. All of our programs feature instructors and mentors who make it a priority to provide a first-rate learning experience.

Exciting Historical and Cultural Location

IHRDC’s Oil and Gas Management Programs are offered annually in Boston, Massachusetts, U.S.A. This friendly and attractive city boasts countless cultural and historic attractions, world-renowned academic institutions, exciting sporting venues, excellent restaurants and hotels and a wide variety of shopping opportunities. Plus, it’s known as “the walking city” and has terrific public transportation – there’s no need for a car!

Stimulating Social Events and Cultural Activities

We want you to feel at home during your stay in Boston. With this in mind, IHRDC provides a Program Coordinator to assist you with your non-program needs. The Program Coordinator will also organize social events during the evenings and bus tours to regional sites of interest on the weekends. IHRDC personnel will guide you on evening group tours of select Boston and Cambridge museums, Harvard and MIT universities, help you explore Charles River and Boston Harbor via boat rides, and facilitate weekend visits to mountains and seaports in Maine, New Hampshire and Rhode Island. Our planned social events include group dinners at favorite local restaurants, theater outings, concerts, sporting events and special shopping tours to regional outlet malls.

Invaluable Networking Opportunities

By attending both classroom and social events with colleagues from all over the world, you will have a wonderful chance to learn from and network with some of the brightest professionals in the industry.



International Petroleum Business Program

FULL PROGRAM DATES:

MAY 16 - 27, 2011

MAY 14 - 25, 2012

OVERVIEW

This program provides managers in the worldwide petroleum industry with an overview of the key business aspects of the upstream and downstream petroleum business. It explores the important functional management issues facing managers today, including technical, financial, marketing and petroleum accounting. The instructional format is a compelling combination of formal presentations by industry experts and team participation in a challenging business workshop.

WHO SHOULD ATTEND

This program is intended for managers in the many functional areas of the international petroleum and natural gas industry, such as exploration, production, refinery and petrochemical operations, marketing, law, human resources, accounting and finance.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Meg Annesley, BS
Bradford R. Donohue, MBA, CFA
Marshall E. Frank, BS
Maher Habbal, MBA
John B. (Jack) King, MBA
Shashi Kumar, PhD
Michael Lynch, MS
Robert W. Taylor, MS
Laura Varela, MS Eng

note:

The content in this two-unit program is the same as the first two units of IHRDC's four-week "International Petroleum Management Certificate Program" held during September (featured on pages 18-19).

UNIT ONE

UPSTREAM SECTORS, PROJECT ECONOMICS & PETROLEUM ACCOUNTING

Overview of the Energy Industry

Oil and gas measurements and units; the value chains; market structures; worldwide oil and gas economics; major players; evolution of the integrated oil and gas business.

Host Government Agreements

Typical host country exploration agreements: summary of the history and key provisions, including bonus payments, royalties, taxes; production sharing; participation arrangements.

Exploration Methods

The exploration process: petroleum geology, exploration geophysics, well logging, developing exploration prospects, preparing and interpreting geological maps; case studies.

Drilling and Well Completions

Planning the well; logistics; drilling functions; drilling procedures; formation evaluation methods; horizontal wells; improvements in drilling.

Field Development and Production Cycle

Onshore and offshore field development and long-term production subsurface design; reservoir fundamentals and reserves estimation; field development; inflow performance; integrated reservoir management; and enhanced recovery. Surface facilities design: design for both onshore and offshore operations; production operations and management; investment analysis and reporting of performance; case studies.

Gas Processing and Marketing of LPGs

Properties of gas and gas liquids; processing of associated gas; markets for LPGs; economics of natural gas plants.

Crude Oil and Natural Gas Pipeline Systems

Introduction to crude oil and natural gas pipelines; design, construction and operation of pipeline systems; estimating project costs; pipeline contracts and tariffs; new pipeline developments.

Measuring Financial Performance

How companies report to their shareholders; GAAP principles; income statement; balance sheet; cash flow statement; equity statement; taxation and tax codes; preparing corporate financials; the audit; reading a major company annual report; measures of performance and the setting of company goals.

Petroleum Industry Accounting and Taxation

Successful efforts vs. full-cost accounting; corporate taxation; petroleum taxation; accounting for host government and joint venture agreements; supplemental reserves reports included in annual reports.

Energy Project Economics

Economic yardsticks; project cash flow before and after tax; tax expenses and benefits; net cash flow stream and payout; time value of money; opportunity cost and present value of net cash flow; discounted cash flow analysis and internal rate of return; risk assessment and sensitivity analysis; examples of the economic analysis of energy projects.

UNIT TWO

DOWNSTREAM SECTORS & PETROLEUM ECONOMICS

Worldwide Petroleum Economics

Worldwide energy supply; demand; reserves; pricing; corporate strategy; recent history and prediction of future trends; how petroleum economists make predictions.

Markets for Associated Natural Gas

The natural gas chain; industry structure and regional markets, interfuel competition; gas distribution; regulation and deregulation; economics and markets for gas, including combined-cycle power plants, LNG, ammonia, methanol and gas-to-liquids.

Refining and Petrochemicals

Refinery: capacity evolution; technology changes; capital and operating costs; profitability; net-back estimation and recent trends. Petrochemicals in perspective: links to refining; key product families; industry drivers: cost of production, supply/demand; profitability and price forecasting; prospects for the future: maturity, environmental concerns, global competition.

Crude Oil Tanker Transportation

The tanker industry and market trends: an overview of the main characteristics of crude tankers; capital and operating costs; pollution at sea and the new regulations; calculating tanker transportation rates; world scale and charter arrangements.

Marketing of Crude Oil and Products

Development of the free market for oil; current international market structure; regional markets: physicals, futures, forwards, derivatives, options; roles of participants, price formation, price volatility; price reporting; crude oil and product pricing; negotiating and pricing petroleum sales contracts; introduction to hedging and price risk management.

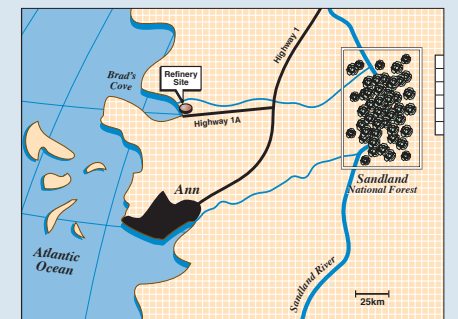
Products Distribution

Distribution and retail marketing of petroleum products; structure of the margins realized along the distribution value chain; transitions in the marketing of transportation fuels; economics of the modern gasoline station.

INTERNATIONAL PETROLEUM BUSINESS GAME: SANDLAND

This "business game" is an integral part of the learning process. Participants, divided into teams, make real-life technical, financial, and market decisions that commonly confront managers in the international petroleum business today. Team performance is measured on a financial basis and is catalyzed by healthy competition.

The international petroleum business game takes place in "Sandland," a fictitious country on the west coast of Africa. Team objectives are to develop oil and gas reserves and then decide on the optimal way to develop and market the production. During each workshop session, teams are provided with technical and economic background that serves as basis for decisions to be made during that session. Team decisions are made and require a commitment of both capital and operating funds and occur during the following intervals: three years of exploration, two years of development, and fifteen years of production.



WORKSHOP SESSIONS INCLUDE:

- Introduction to the Workshop
- Negotiating the right to explore in Sandland
- The exploration survey stage
- Exploration and delineation drilling
- Reserves estimation and field development
- Gas processing
- Oil and gas pipelines and port facilities
- Sandland operations accounting
- Combined-cycle power plants
- Oil tanker charter decisions
- Refinery development decisions
- Financing the port expansion
- Ammonia plants
- Gas export pipeline decisions
- Crude oil marketing decisions
- Strategic planning and decision analysis
- Evaluation of performance and presentation of results

UNIT ONE DATES:

May 16 – 20, 2011

May 14 – 18, 2012

UNIT TWO DATES:

May 23 – 27, 2011

May 21 – 25, 2012

18th Annual International Gas Business Management Certificate Program

FULL PROGRAM DATES:

MAY 16 – 27, 2011

MAY 14 – 25, 2012

OCT. 10 – 21, 2011

OCT. 15 – 26, 2012

OVERVIEW

Through a careful balance of formal lectures by leading experts and unique workshop sessions, this two-week program provides participants with a comprehensive exposure to the technology, economics, finance, and markets that shape and affect the international gas industry today. It also teaches the management skills needed to develop projects and increase performance within an integrated gas business environment. This program is frequently taught in-house for major companies and receives very high marks for its broad scope, challenge, realism, and “fun.”

WHO SHOULD ATTEND

This program is intended for specialists in one or more functional areas of the international energy industry who seek a comprehensive understanding of the gas industry.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Bradford R. Donohue, MBA, CFA
Marshall E. Frank, BS
Maher Habbal, MBA
Samy H. Ibrahim, MS
John B. (Jack) King, MBA
Robert W. Taylor, MS
Laura Varela, MS Eng

UNIT ONE

UPSTREAM GAS BUSINESS

Overview of the International Gas Industry

Gas measurements and units; the gas chain; market structures; worldwide natural gas economics; regulation and deregulation; major players; evolution of the integrated gas-power business.

Host Government Agreements

Typical host country exploration agreements: summary of the history and key provisions, including bonus payments, royalties, taxes; production sharing; participation arrangements.

Exploration Methods

The exploration process: petroleum geology, exploration geophysics, well logging, developing exploration prospects, preparing and interpreting geological maps; case studies.

Drilling and Well Completions

Planning the well; logistics; drilling functions; drilling procedures; formation evaluation methods; horizontal wells; improvements in drilling.

Energy Project Economics

Economic yardsticks; project cash flow before and after tax; tax expenses and benefits; net cash flow stream and payout; time value of money; opportunity cost and present value of net cash flow; discounted cash flow analysis and internal rate of return; risk assessment and sensitivity analysis; examples of the economic analysis of energy projects.

Gas Field Performance and Reserves Estimation

Overview of production and reservoir management in the gas system; production technology; well testing; reservoir performance; reserves estimation.

UNIT ONE DATES:

May 16 – 20, 2011

October 10 – 14, 2011

Gas Processing: Technology, Economics, LPG and Ethylene Markets

Overview of gas processing systems; liquid separation processes; LPG fractionation options; compression; engineering design and contracting methods; the market for LPGs; project feasibility/economics; ethylene processing, economics and markets.

Gas Pipeline Systems

Major considerations in the cost-effective design, construction, and operation of gas pipeline systems; system design variables: impact on cost and capacity; estimating project costs; pipeline load factors; typical pipeline tariff; examples of recent pipeline construction costs.

Load Balancing Systems and Tariffs

Needs for load balancing and system/customer benefits; storage options, capital and operating costs: underground, cavern and LNG facilities; operational procedures; new options for marketing storage service; case examples.

Gas Sales Contracts

Typical terms in gas sales contracts; price-volume; risk allocation; from gas contracts to tariffs; indexing; re-openers; typical contract examples.

Measuring Financial Performance

Review of financial statements: income statement, balance sheet, cash flow and shareholders equity; capital and operating costs; measurements of financial performance; benchmarking; utility accounting methods; taxation; the accounting and audit process.

International Gas Economics

Overview of natural gas in world energy markets: worldwide gas supply, demand, exports and reserves; economics of gas supply and gas transportation; role of gas in regional energy markets: the U.S. and Japan as examples.

May 14 – 18, 2012

October 15 – 19, 2012

UNIT TWO

DOWNSTREAM GAS BUSINESS

Gas Market Analysis and Pricing

The need to identify gas markets early; gas market analysis; netback pricing and interfuel competition; market segments and market opportunities.

Gas-Fired Power Plants

Overview of combined-cycle gas turbine power systems; technology: plant design, fuel efficiency, available packages; project feasibility: capital costs, economics, risk, financing, contracts, markets, capital and operating cost estimating; contracting for fuel supply and power sales; worldwide power trends; examples of recent and planned projects.

Overview of LNG Business

Overview of the role of LNG within the gas chain; technology: LNG plants, liquefaction, ship design and operations, LNG re-gasification units; LNG project feasibility: capital costs, economics, risk, financing, markets; LNG plant design: gas reserves to support a plant, contract prices, contracting; examples of recently completed and planned projects.

Petrochemical Uses for Natural Gas: Methanol, Ammonia and Gas-to-Liquid Conversion

Use of gas for ammonia and methanol and conversion to liquid fuels; processes for conversion of gas to methanol; markets and project economics; ammonia and fertilizers: source of supply, types of processes, intermediate and end products, markets; project economics; examples of recent and planned projects; gas-to-liquid conversion; available technology; major players; capital and operating costs; economic analysis.

Gas Distribution

Overview of the gas distribution system; classes of customers and load factors; competition from other fuels; sources of gas supply: gas

supply contracts, prices, character of gas supply; structure and regulation of local distribution companies (LDCs); marketing demands; design and construction of distribution systems; expansion; operations: load balancing, distribution planning, maintenance, environmental considerations, rate-making policies and practices.

Project Financing: Commercial Debt Structuring and Case Study

Corporate and project financing; sources of debt and equity financing; public and private sources of capital; multilateral and bilateral sources of financing; risk assessment and mitigation; structuring of financing; preparing the financing plan; negotiating the term sheet; preparing the financing documents; closing. Case Studies – Examples of Project Financing: Qatar Gas Project; Colombia Power Project; U.S. Gas Storage Project.

Industry Regulation, Deregulation and Convergence

The nature of regulation in the energy sector; history and current state of the gas industry deregulation process at the wholesale and retail markets: U.S., Europe and elsewhere; effect of deregulation on the structure of the industry; convergence of gas and power.

Marketing Natural Gas in an 'Open Access' Environment

U.S. market structure; basic deal types and where they are done; the commercial organization; and current issues in U.S. natural gas markets.

Managing Energy Price and Volume Risks: Futures and Hedging

The history of energy price risk management; physical, forward and futures markets; typical futures market transactions; hedging, swaps and options; volume risk management; weather derivatives.

UNIT TWO DATES:

May 23 – 27, 2011

October 17 – 21, 2011

May 21 – 25, 2012

October 22 – 26, 2012

ATLANTIC BASIN GAS BUSINESS GAME: EXPETRA

This “business game” is an integral part of the learning process. Participants, divided into teams, make real-life technical, financial and market decisions that commonly confront managers in the international gas business today. Team performance is measured on a financial basis and is catalyzed by healthy competition.

The challenging Atlantic Basin business game takes place in “Expetra,” a small island country in the Caribbean, north of Trinidad. Gas and condensates are expected to be discovered in the deep offshore. Teams enter into exploration agreements, explore for and discover hydrocarbon resources, and then decide on the best way to market them over a 15-year production period. Markets include LNG exports to the U.S. and Europe, LPG and ethylene plants, gas pipeline to Miami, gas distribution and storage operations in the U.S., power plants in the U.S. and Expetra, and export-focused ammonia, methanol and gas-to-liquid plants in Expetra.



WORKSHOP SESSIONS INCLUDE:

- Introduction to the exploration opportunity
- Negotiation of the exploration and development agreement
- Seismic exploration and mapping of seismic results
- Exploration drilling and reserves estimation
- Gas processing, LPG and ethylene market decisions
- The gas field pipeline decisions
- Integrating load balancing and pipeline facilities
- Gas-fired power plant market decisions
- Acquiring a gas distribution business in the U.S.
- Assessment of methanol, ammonia & GTL markets
- Export pipeline from Expetra to Miami
- Assessing two LNG market opportunities
- Integrated field development and market decisions
- Decisions during the project life-cycle

HR Processes, Competency Development and Change Management Program

FULL PROGRAM DATES:

JUNE 6 – 17, 2011

JUNE 4 – 15, 2012

OVERVIEW

This program is ideal for those who seek a firm grounding in the HR challenges facing the international oil and gas industry today, and the ways in which HR can contribute to implementing strategic plans including the management of change typically required to implement these plans successfully.

WHO SHOULD ATTEND

This program is designed specifically for mid-to senior managers and supervisors from all sectors of the oil and gas industry who wish to enhance their competencies in essential HR management areas.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Bentley Beaver, MBA
Bradford R. Donohue, MBA, CFA
Timothy D. A. Donohue, MS
Kevin Rohan, MBA
Joseph Schechtman, MS
Carol Ann Sharicz, PhD

UNIT ONE

HR MANAGEMENT FOR OIL & GAS MANAGERS & SUPERVISORS

Overview of the Petroleum Industry Today

Oil and gas measurements and units; the value chains; market structures; worldwide oil and gas economics; major players; evolution of the integrated oil and gas business.

Systems Thinking: Developing a Big Picture Vision

Benefits of systems thinking to HR professionals; thinking systemically; attitudes and behavior; and understanding complexity.

Building the Workforce Scorecard

Introduction of the Workforce Scorecard; methods to align workforce with corporate strategy; measuring workforce success through metrics; three challenges to successful implementation; integrating with the Balanced Scorecard.

Emotional Intelligence and the Corporate Culture

Organizational culture and change; emotional intelligence, and applying emotional intelligence in your organization.

Human Resource Management

HR Processes; HR strategy model; building a manpower plan; source of personnel; recruiting and compensation.

Developing Competent Managers, Specialists and O&M Personnel in the Oil and Gas Industry

Typical competency levels, competency assurance system and process; effective development options using traditional and technology-based learning methods.

UNIT TWO

CHANGE MANAGEMENT & COMMUNICATION

Change Management Overview

Understand key principles, systematic framework and tools for an effective change. Elements of the overview include stakeholders; culture; values; HR target model; future vision; stakeholder model; organizational design; manpower and succession planning.

Change Strategy

Develop a strategic change plan that includes both risks and durability. Elements of change strategy include a seven-element grid for planning; stakeholder assessments; inquiry and feedback sessions and preliminary communications.

The Change Plan

Understand the blending of change elements into an overall strategic plan. Elements of the change plan include tactics by phase; how to by stakeholder; change communications and project plan vs. change plan.

Change Assessment

Understand how a proposed change will impact an organization, and how to create an approach to achieve the vision. Elements of change assessment include the change management measurement model; translating the change into phases and 3 x 3 change risk assessment.

Change Planning and Communication

Development of a sample tactical change plan that is easy to understand by all stakeholders. Elements of change planning include communication and engagement planning; project plan vs. change plan and integrating with day-to-day business.

Change Leadership

Understand that leaders will precede the emotional changes of stakeholders. Determine the support they will require. Elements of leaders in change include executive coaching before, during and after; emotional intelligence – Meyers Briggs, DISC and Seven Points; Performance Dip and Zero Sum Game.

Sustaining the Change

Validate that a change implementation plan is geared for sustainability. Elements of sustaining the change include measures and elements; survey and feedback techniques and the change management model.

Individual Personalities:

Whole Brain Theory

Whole Brain Theory and the Benziger Model; thinking styles and the natural giftedness of each individual; falsifying type: personal and societal costs; and the four specialized functions of the brain.

DEVELOPING NICOIL'S HR AND STRATEGIC PLAN: NICOLA

This “business game” is an integral part of the learning process. Participants, divided into teams, make real-life strategic and HR decisions that commonly confront managers in the international petroleum business today.

Teams have been retained to work with a small U.S. company of exploration specialists, Nicoil, that has made a major oil and gas discovery on a shallow offshore block licensed by the Republic of Nicola, an island republic off the West Coast of Africa. Reports state that two major discoveries were made: an oil reservoir containing an estimated 50 million barrels in-place and a deeper gas discovery containing an estimated 5 TCF in-place. The team assignment is to develop a strategic plan, which includes a comprehensive HR plan.

A consultant has provided the company with a menu of options that it could pursue to maximize the value of its discoveries. It will be up to teams to decide on Nicoil's business strategy and then prepare and implement a Workforce Success Strategy to achieve strategic and business goals.



WORKSHOP SESSIONS INCLUDE:

- Identify Nicoil's strategic plan, vision and mission
- Prepare a big picture view of Nicoil's needs and opportunities
- Convert strategic plan to Balance Scorecard
- Adopt Balance Scorecard to implementation plan
- Planning the Nicoil organization and Workforce Scorecard
- Identify Nicoil's corporate culture
- Build the Workforce Scorecard
- Build Nicoil's leadership
- Add management and specialists functions
- Add O&M specialists
- Identify HR best practices for Nicoil
- Plan the merger of ManOil with Nicoil
- Team presentations of HR plans

“This program is a must for any serious HR practitioner.

I cannot stop talking about it!”

– 2010 Participant

UNIT ONE DATES:

June 6 – 10, 2011

June 4 – 8, 2012

UNIT TWO DATES:

June 13 – 17, 2011

June 11 – 15, 2012

NEW! E&P Project Management: Deepwater Oil Versus Unconventional Gas

FULL PROGRAM DATES:

JUNE 6 – 17, 2011

JUNE 4 – 15, 2012

OVERVIEW

This program is designed for individuals who seek a comprehensive and practical understanding of the processes that must be applied in the development of upstream petroleum projects using today's two attractive investment opportunities within the framework of the stage-gate management process. The workshop consists of a deepwater petroleum opportunity offshore West Africa and an unconventional gas project onshore Northeast Australia that is to provide gas to various markets. Using the industry accepted "stage-gate process," teams of participants are asked to manage the development of these two different projects from early exploration, through development planning, construction and production. Each team is then asked to recommend their preferred development alternative.

WHO SHOULD ATTEND

This program is intended for managers and specialists from one or more functional areas of the petroleum industry, such as exploration, production, marketing, finance, law or accounting, who seek to broaden their understanding of the upstream sector of today's international oil and gas business, especially the business drivers of deepwater petroleum and unconventional gas investment opportunities.

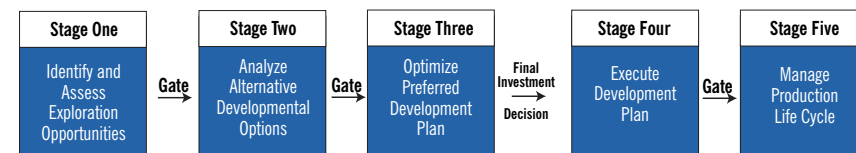
INSTRUCTORS

David A.T. Donohue, PhD, JD
Y. Serdar Dogulu, PhD
John B. (Jack) King, MBA
Bob Pearson, BS, PEng

INSTRUCTIONAL FORMAT

Learning sessions are divided equally between lectures by specialists and team participation in challenging workshop sessions that allow the teams to undertake the step-by-step development of these two major upstream opportunities using ep.PROM, IHRDC's E&P project management digital simulator. This challenging learning workshop requires that the teams, with access to project mentors, follow a decision-centric project management process, very similar to the ones used by major oil companies, to undertake the side-by-side development of these two major projects. While doing so they will learn how to apply good project management practices to their own projects.

The first half of the program is devoted to the "stage-gate" E&P project management process, exploration strategies and identification of opportunities, current forms of host government agreements, exploration and development technology, exploration workflows and the processes of developing successful prospects, exploration risk analysis and portfolio management, and E&P project economics. The remaining part of the program is devoted to the project management of field development, application of appropriate subsurface technology to maximize reserves, design and construction of facilities, marketing of crude oil, natural gas and gas liquids, management of production over its life cycle and the integrated business development decisions necessary to achieve successful outcomes.



The five-step stage-gate management process as applied to E&P projects.

UNIT ONE

IDENTIFY AND ASSESS THE RESOURCE POTENTIAL OF TWO PETROLEUM EXPLORATION OPPORTUNITIES

Unit One will focus on identifying and assessing the two individual project opportunities. Participants will work on acquiring seismic data, generating subsurface maps, drilling exploration and appraisal wells as they try to move their prospective projects into Stage 2 of the process. Practical short lectures will highlight different tools and techniques that should be used by participants as they make decisions during this exploration stage both for offshore and unconventional gas opportunities. By the end of Unit One, the teams will be asked to demonstrate commercial viability of their projects as they request approval to move into field development studies.

UNIT ONE DATES:

June 6 – 10, 2011

June 4 – 8, 2012

UNIT TWO

DESIGN FINAL FIELD DEVELOPMENT PLANS FOR DEEPWATER OIL AND UNCONVENTIONAL GAS

Unit Two of the program covers activities around field development planning, surface facilities design & construction, and production management. Teams will first generate and study various field development alternatives and then select the best one for implementation. The use of IHRDC's interactive project simulation software will enable participants to study the economic impact of development options. Issues on construction and production stages will also be studied and analyzed by the teams as they manage subsurface and facilities performance of the two projects.

Note: Details on the individual Lecture Sessions can be found on our website: www.ihrdc.com

UNIT TWO DATES:

June 13 – 17, 2011

June 11 – 15, 2012

WORKSHOP

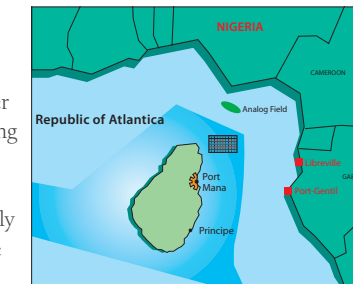
IHRDC's highly regarded, all-digital E&P project management workshop allows teams to participate in different simulated E&P settings. In this workshop we will focus on today's two significant exploration opportunities: a deepwater offshore West Africa oil prospect and a unconventional coalbed methane opportunity in Australia. The teams are asked to use the stage-gate process to manage the exploration, development, and production of these opportunities over a simulated 25-year life cycle. The financial performance of each team is measured against original expectations and the team with the best performance wins the Team Prize. This "classic" IHRDC workshop format never fails to receive high praise from participants.

The two opportunities to be considered in this program are shown below:

ATLANTICA: THE WEST AFRICAN OFFSHORE EXPLORATION OPPORTUNITY

IHRDC's highly regarded all-digital project management workshop simulates a realistic E&P workflow as teams evaluate an exploration and development opportunity. Participants explore an offshore license area in the deepwater of the Republic of Atlantica, West Africa. A production-sharing contract (PSC) has been negotiated with the Ministry, and your team has just been informed that it is to explore and if feasible develop viable prospects. At this point, you have only two old seismic lines across the license area that indicate the presence of some possible structures at the target formation.

An analog field, just across the border in Nigeria, came on stream last year, and you have substantial information on its reservoir properties, well performance, development plan, production levels, and both capital and operating costs. You are provided with financial models and other technical tools to perform the necessary analysis on both deterministic and probabilistic bases. Now it is up to your team to use available capital, technology, and analysis tools, following the best practices of E&P project management. Your team will need to perform high level analysis to help make the sequential decisions necessary to reach an optimal development plan for this deepwater play.



TAURUS: THE AUSTRALIAN COAL SEAM GAS EXPLORATION OPPORTUNITY

Straight Exploration Company (SEC) holds substantial leasehold acreage in the Surat Basin, West of Brisbane, Queensland, Australia, which is known to contain large coal seam gas resources at a depth of about 500 meters. SEC intends to explore this large prospective area and, if sufficient resources are discovered, to develop and demonstrate commercially by sales into the domestic market, as gas or power. If reserves are sufficient, SEC will add value by exporting the excess gas into various potential markets, possibly as LNG. Your team will be asked to apply the stage-gate project management process to frame your recommendations at different stages throughout the development process. You will have access to experienced mentors for advice during the Workshop sessions and will be asked to prepare and make formal presentations of key decisions on the final day of the course.



WORKSHOP SESSIONS

Both workshops will follow the "stage-gate" project management process covering the following types of activities and decisions:

Stage One:

Assessing the Opportunity for Deepwater and Unconventional Gas Projects

- Prepare project economics using analog information and vision of success.
- Obtain exploration permits and approvals.
- Define geological settings and seismic and other exploration processes for each opportunity.
- Plan exploration wells and associated formation evaluation program.
- Complete project economics using exploration and other information.
- Obtain approval to move to Stage Two.

Stage Two:

Assessing Alternative Development Options

- Use exploration data to analyze the development options for both opportunities.
- Prepare several subsurface and surface plans for each option.
- Select preferred option, estimate costs and prepare economic analysis.
- Recommend the preferred alternative.

Stage Three:

Prepare Plan for Preferred Development Alternative

- Prepare detailed subsurface and subsurface plans.
- Prepare HSE and financing plan.
- Summarize all required legal documents.
- Authorize front end engineering (FEED) and capital cost estimate.
- Obtain government permits and approvals.
- Finalize project economics.
- Prepare presentation for major funding approvals.

Stage Four:

Design and Construct Facilities

- Complete Final Design and Project Implementation Plan.
- Issue "Request for Proposal" (RFP).
- Select Project Manager and incorporate project management practices.

Stage Five:

Manage Project over Production Life

- Identify key management and operating roles.
- Introduce competency management system.
- Manage facilities and subsurface performance.

Essential Skills for Oil and Gas Professionals

FULL PROGRAM DATES:

JUNE 20 – JULY 1, 2011

JUNE 18 – 29, 2012

OVERVIEW

This two-week program is designed for mid-to-senior managers and supervisors from all sectors of the oil and gas industry who seek to enhance four essential critical management skills: Leadership, Negotiation, Business Communication and Strategic Planning. The program is taught by highly regarded instructors who have had broad and practical management experience in the international oil and gas industry or as a specialist in the subject that he/she is teaching.

WHO SHOULD ATTEND

This program is designed specifically for mid- to senior- managers and supervisors from all sectors of the oil and gas industry who wish to enhance their competencies in four essential management areas.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Elizabeth MacDonald, MA
Robert F. Ryan, MS
Kermitt Walrond, PhD

IHRDC's Robert Ryan conducts an interactive Leadership Skills session.



UNIT ONE

LEADERSHIP SKILLS & ESSENTIAL NEGOTIATION

Leadership Skills Needed for High Performance Organizations

Effective individual and team leadership and management: motivation, managerial styles; organizational climate; goal setting and action planning; leading change methodology; simulation, presentation, discussion, case studies, small group work and assessment.

Leadership Case Study: Transforming the U.S. Marketing and Refining Division of a Major Oil Company

How a major oil company went from last to first in net margin per gallon in the marketing and refining of gasoline in the U.S. How strategic planning, leadership skills, and the use of the "Balanced Scorecard" were fundamental to this success.

Essential Negotiation Skills: A Process for Positive Results

The essentials of positive negotiation: the process of positive negotiation developed at the Harvard Negotiation Workshop applied to a petroleum case study. The key steps you will take to successful negotiations are:

Step One:

Discover Underlying Interests of the Parties

Underlying motivations, needs and concerns, fears and aspirations, understand your interests, understand the interests of the other side.

Step Two:

Generate Options to a Negotiated Solution

Inventing options to meet underlying interests; option as a possible agreement but not a commitment; obstacles that inhibit the invention of options.

Step Three:

Identify and Use Independent Standards

Making negotiation a joint search for independent standards, use standards to persuade and protect, distinguish which standards are appropriate.

Step Four:

Deal with People Problems

Separate the people from the negotiating problem; use people techniques to solve people problems: acknowledge emotions without blaming, improve communication, listen actively.

Step Five:

Generating Alternatives to a Negotiated Solution

Explore alternatives to the existing negotiated outcome; improve the terms of the negotiations; have an alternative solution in your "back pocket;" enhance the confidence of the negotiating process.

Step Six:

Reaching Closure

Think about closure before you begin negotiations, move toward closure gradually as negotiations proceed; start with a framework for agreement; only agree to everything at the end.

UNIT ONE DATES:

June 20 – 24, 2011

June 18 – 22, 2012

UNIT TWO

EFFECTIVE BUSINESS COMMUNICATION & STRATEGIC PLANNING

Effective Business Communication

Setting a communication strategy: credibility, persuasion, and channel choice. Presentation Structure: writing vs. presentations vs. meetings vs. one-to-one conversations; writing more effectively; making effective presentations; running efficient meetings; speaking effectively one-on-one. Case studies and workshop sessions.

Strategic Planning and Implementation

Major trends and drivers of change within the international oil and gas industry: anticipating the future throughout the oil and gas value chains. Latest approaches to strategic planning and how important such plans are for setting company vision and goals; effective implementation of strategy; planning and implementation of the plan using the Balanced Scorecard. Historical structure of the international oil and gas industry. Examples of strategic planning by key international companies including Petrobras, Mobil Oil and others.

"Superb! What I learned from effective business communications will improve the way I do my work."

—2010 participant

UNIT TWO DATES:

June 27– July 1, 2011

June 25 – 29, 2012

DEVELOPING NICOIL'S STRATEGIC PLAN: NICOLA

This "business game" is an integral part of the learning process. Participants, divided into teams, make real-life strategic decisions that commonly confront managers in the international petroleum business today.

Teams have been retained to work with a small U.S. company of exploration specialists, Nicoil, that has made a major oil and gas discovery on a shallow offshore block licensed by the Republic of Nicola, an island republic off the West Coast of Africa. Reports state that two major discoveries were made: an oil reservoir containing an estimated 50 million barrels in-place and a deeper gas discovery containing an estimated 5 TCF in-place. The team assignment is to develop a strategic plan for the company.

A consultant has provided the company with a menu of options that it could pursue to maximize the value of its discoveries. It will be up to teams to decide on Nicoil's business strategy and then prepare and implement a strategic plan.



WORKSHOP SESSIONS INCLUDE:

- Identify Nicoil's strategic plan, vision and mission statement
- Convert strategic plan to Balance Scorecard
- Adopt Balance Scorecard to implementation plan
- Identify Nicoil's corporate culture

NEW!

Advanced Petroleum Management Program: Enterprise Wide Leadership in Times of Change

FULL PROGRAM DATES:

JUNE 20 – JULY 1, 2011

JUNE 18 – 29, 2012

OVERVIEW

This program focuses on managing and leading international oil and gas enterprises during times of change so as to maximize overall performance. Its objectives are achieved through group discussion of business case studies that focus on enterprise leadership and team participation in a business simulation game. The simulation game requires that teams plan and manage the growth of a hypothetical oil and gas enterprise as it faces a series of strategic decisions, that require the assessment of international, national and local trends, portfolio performance; changes in geopolitical, national policies and enterprise resources; environmental and business risks and decisions related to national manpower development, environmental impact, regional social improvements and implementation of long term sustainability programs. Unit One focuses on the commercial aspects of the enterprise; Unit Two focuses on national manpower development, managing environmental, safety and social impacts of the business and contributing to long-term sustainability.

WHO SHOULD ATTEND

This program is designed for international oil and gas managers and executives who seek to enhance their skills in managing and leading international oil and gas enterprises during times of change so as to maximize overall performance.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Robert Meyer, MA
Robert F. Ryan, MS
Jack A. Slotnick, CPEA

UNIT ONE

LEADING COMMERCIAL CHANGE

Enterprise Business Fundamentals

The program begins with a summary of the key business fundamentals of the enterprise: existing businesses and their historical performance; inventory of enterprise resources; historical and proforma financial statements; capacity to obtain additional capital resources; core competencies and personnel demographics; its strategic plan including vision and mission statements, goals, objectives and organizational structure.

Leadership Fundamentals

Participants will explore, through the use of business case studies, the fundamentals of leadership as opposed to management. In doing so they will learn what leaders do and how they are developed. What are the characteristics of great leaders? How do you identify great leaders? How do you develop them?

Characterizing the Existing Businesses

Individuals are then asked to analyze and characterize the portfolio of the existing businesses and to rank them in light of business performance fundamentals and the strategic objectives of the enterprise. This provides a greater understanding of the contribution of each business to the portfolio, their current tangible and intangible benefits, threats, shortcomings and the linkages that exist between them.

Global, Regional and Local Industry Trends and Expectations

The program then turns to identification of world trends that affect all businesses; petroleum industry trends that affect the petroleum industry; and both local and regional trends that affect the local energy businesses. This background sets the stage for the major team decisions to come.

WORKSHOP ACTIVITIES:

Round One Decisions

Each team is provided the opportunity to evaluate in a small group of new investment opportunities and, if it wishes, divest its interest in existing businesses. These decisions continue during the planning, construction, start up and operation of all new undertakings.

Round Two Decisions

These new decisions take place five years after the Round One decisions. Teams receive an update on the performance of their enterprise businesses, the current business environment and any changes in the world, petroleum and local trends that may have occurred. They are then offered a new slate of business opportunities to consider. These decisions continue during the planning, construction, start up and operation of all new undertakings.

Analysis and Presentation of Results

Teams receive the financial performance of their enterprise over a 20-year period and prepare presentations of their major decisions and the overall impact of those decisions.

UNIT TWO

LEADING LONG TERM SUSTAINABILITY PROGRAMS

Options to Create Effective Sustainability Programs

Options to implement sustainability programs within the developing world. The design of programs that leads to success. Petroleum industry case studies.

Sustainability Scorecard: How Do Companies Measure Performance?

How companies and the industry measures sustainability success. Review and discussion of industry guidelines and recent company reports. Sustainability Reporting; Guidelines 3.0; Global Reporting Initiatives; IP/ECA/API.

Developing a Competent National Workforce

The process of planning, managing and implementing a competency management system to enhance the performance of the national workforce. Case studies of competency management systems that have been successful.

Managing Effective Environmental Impact Programs

Design and implementation of successful environmental management programs; the World Bank standards for preparing environmental impact statements; review of recent EIS programs.

Building and Maintaining a Safety Culture

Design and implementation of a safety culture; the role of management; recognition of employees. Case studies of companies which have implemented successful programs, Chevron's Agbami case study.

Managing Local Political Disputes and Security of Assets

Anticipating and managing disputes which involve ownership claims by indigenous populations or failure to distribute petroleum revenues to local communities; managing security of assets and disruption of production.

Managing Regulatory Compliance

Review of the many ways in which businesses are impacted by government regulations; how to influence the regulatory processes; case studies on how companies have effectively managed regulatory compliance.

WORKSHOP ACTIVITIES:

Round Three Decisions: Planning and Implementing Sustainability Programs

Teams are asked to develop a comprehensive sustainability program in a regional office setting that is expanding its workforce and achieving successful growth of business.

Round Four: Responding to Incidents

Events happening within the regional businesses and teams are asked to plan the response.

Analysis and Presentations of Results

Teams prepare and deliver presentations in response to Round Three and Four workshop activities.

WORKSHOP SETTING

You are the senior executive in charge of managing your enterprise activities in Latin America and South Sahara Africa. At the outset of the business game you manage a set of oil and gas industry assets that have mixed levels of performance. As new opportunities arise you are asked to make decisions that lead to an optimal portfolio. In doing so you are asked to measure the attractiveness of each such opportunity based on commercial, financial, regulatory and other characteristics and then implement your decisions in the most effective way possible.

IHRDC's Maher Habbal conducts a workshop session in the new IHRDC Management Institute.



UNIT ONE DATES:

June 20 – 24, 2011

June 18 – 22, 2012

UNIT TWO DATES:

June 27– July 1, 2011

June 25 – 29, 2012

Financial Modeling and Petroleum Project Economics

FULL PROGRAM DATES:

SEPTEMBER 12 – 23, 2011

SEPTEMBER 10 – 21, 2012

OVERVIEW

During these two units, you will gain an integrated and practical understanding of financial analysis tools and techniques for the oil and gas industry that are related to building proforma project analysis, learning different methods of financial analysis and applying different risk analysis tools to projects. The instructional format capitalizes on a careful balance of formal lectures by leading experts and specially developed workshops and business games.

WHO SHOULD ATTEND

This program is designed specifically for energy managers, supervisors and key employees from broad functional areas, such as finance, technology and project development who wish to expand their knowledge of financial modeling and petroleum project economics.

INSTRUCTORS

David A.T. Donohue, PhD, JD
Bradford R. Donohue, MBA, CFA
Maher Habbal, MBA
John B. (Jack) King, MBA
Michael Kraten, PhD
Jared Kapela, MEM

UNIT ONE

FINANCIAL MODELING FOR THE OIL & GAS INDUSTRY

Overview of the Petroleum Industry Today

Oil and gas measurements and units; value chains; market structures; worldwide oil and gas economics; major players; evolution of the integrated oil and gas business.

Introduction to Accounting and Financial Statements

Basic financial and accounting concepts and standard technology; depreciation, impairment and acquisition accounting; financial statements; accounting for investments; equity methods and consolidations.

Financial Statement Analysis

Background needed to understand and build models of the four key corporate financial statements; review and discussion of key measures of financial performance; consideration of the measures used by major companies and of participant's companies; steps required to build proforma financial projections.

Overview of Oil and Gas Accounting

Definition of various industry terms; classification of reserves and resources; introduction of two major accounting options to account for oil and gas costs: successful efforts and full cost; GAAP filing and valuation methods to comply with SEC filing requirements, includes asset impairment and asset retirement obligations.

Project Financing: Commercial Debt Finance

Corporate and project financing; sources of debt and equity financing; public and private sources of capital; multilateral and bilateral sources of financing; risk assessment and mitigation; structuring of financing; preparing the financing plan; negotiating the term sheet; preparing the financing documents; closing. Case Studies – Examples of Project Financing: Qatar Gas Project; Colombia Power Project; U.S. Gas Storage Project.

Energy Project Economics and Measures of Performance

Project cash flow analysis, discounting cash flow to obtain present value and internal rate of return, the cost of capital and the effect of debt financing, other measures of project performance; sensitivity to changes in key variables.

The Business Model

Using the balanced scorecard framework, regression analysis, and flexible budgeting, how does the organization earn profits? What are the key strategic drivers of financial success?

Cost and Expenses

“True costs” of developing and delivering products and services; Using gross profit analysis, activity/based costing techniques, and cost variance schedules.

Financial Statements

Using the business model, volume, expense, and revenue data to construct and understand financial reports; Using balance sheets, income statements, cash flow statements, ratio analysis, and performance outcomes measurements.

UNIT TWO

PETROLEUM PROJECT ECONOMICS AND RISK ANALYSIS

Introduction to Petroleum Economics

The fundamentals of economics: background of and its application to the oil and gas industries.

Energy Project Risk and Uncertainty

Identifying and quantifying energy projects risks and uncertainty into project analysis; using statistical measures to quantify risk; two key risk assessment methods: scenario analysis and sensitivity analysis.

Event Identification

Identifying “trouble spots” that threaten the organization's ability to generate profit and value. Using event inventories, target risk-return profiles, risk tolerance levels, and event tracking processes.

Probability Theory and Quantitative Analysis

Introduction to probability theory, including probability density functions, overview of typical probability distributions and definition of key terms; applying probability theory in decision analysis with emphasis on concept of expected value.

Decision Tree Analysis

Applying a structured method for investment decision analysis; understanding the implications of different sets of decisions; identifying areas to reduce risk and understand economic opportunity cost of capital; identifying implications of various forms of contracts; analyzing implications of incremental project decisions.

Risk Assessment

Prioritizing trouble spots by likelihood of occurrence and potential impact. Using likelihood / impact tables, inherent / residual risk charts, and “heat” maps.

Risk Response

Assessing the organization's ability to respond to trouble spot “flare-ups” on paper and in reality. Using avoidance, sharing, reduction, and acceptance practices, as well as portfolio analysis techniques.

Monte Carlo Simulation

Extending the decision tree analysis framework for situations that include continuous probability scenarios; identifying power and limitations of simulations, emphasis placed on relevance of expected value; Crystal Ball commercial software used to model risk in financial model.

Field Development, Reservoir Performance and Surface Facilities

Formation evaluation; estimating reserves; field development; inflow performance; surface facilities design for both onshore and offshore operations; integrated reservoir management; enhanced recovery.

Managing Energy Price and Volume Risks: Futures and Hedging

The history of energy price risk management; physical, forward and futures markets; typical futures market transactions; hedging, swaps and options; volume risk management; weather derivatives.

Portfolio Theory and Real Options

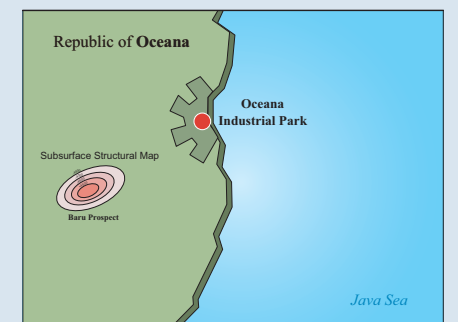
Introduction to and discussion of Real Options and Portfolio Optimization, two other key methods used extensively today by many oil companies to evaluate project opportunities; understanding how a collection of investments can decrease overall risk in the portfolio.

ASIA ONSHORE BUSINESS GAME: OCEANA

This “business game” is an integral part of the learning process. Participants, divided into teams, make real-life technical, financial, and market decisions that commonly confront managers today. Team performance is measured on a financial basis and is catalyzed by healthy competition.

Participants, working in teams, will evaluate an oil and gas business opportunity in the Republic of Oceana, near Indonesia. They build a financial model that will integrate various risks associated with the investment. This model will utilize a proposed Production Sharing Agreement and incorporate revenue, capital and operating costs, financing costs, and tax projections for the life of the project.

Throughout the program teams will add layers of complexity to the model by incorporating different types of risk analysis tools presented in the lectures. The teams will present their project analysis to a decision review board by outlining the risk profile and expected performance measures of the project. They then learn the outcome of those decisions. Emphasis will be placed on the practical implementation of the tools presented in lecture and on developing practical financial modeling skills.



WORKSHOP SESSIONS INCLUDE:

- Modeling the production sharing agreement
- Building the base case proforma financial statements
- Calculating standard measures of performance
- Sensitivity and scenario analysis
- Decision trees and expected monetary value
- Monte Carlo simulation
- Project selections, stakeholder and financial analysis
- Simulation of team investments in the economic environment
- Evaluation of performance and presentation of results

UNIT ONE DATES:

September 12 – 16, 2011

September 10 – 14, 2012

UNIT TWO DATES:

September 19 – 23, 2011

September 17 – 21, 2012

21st Annual International Petroleum Management Certificate Program

OVERVIEW

For over twenty years, participants have consistently called this "The BEST Management Program in the Petroleum Industry Today!" The four-week program provides learning in four key areas and includes compelling lectures by a strong and diverse faculty, as well as team participation in IHRDC's unique and challenging oil and gas "business games." Over 1,500 managers have taken this program, including individuals who hold very senior positions in the oil and gas industry.

WHO SHOULD ATTEND

This program is intended for managers in the many functional areas of the international petroleum and natural gas industry, including the areas of exploration, production, refinery and petrochemical operations, marketing, law, human resources, accounting and finance.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Meg Annesley, BS
Bentley Beaver, MBA
Bradford R. Donohue, MBA, CFA
Timothy D. A. Donohue, MS
Marshall E. Frank, BS
Maher Habbal, MBA
Jared Kapela, MEM
John B. (Jack) King, MBA
Shashi Kumar, PhD
Michael Lynch, MS
Skip Maryan, JD
Robert F. Ryan, MS
Jack A. Slotnick, CPEA
Robert W. Taylor, MS
Laura Varela, MS Eng
Kermit Walrond, PhD

UNIT ONE

UPSTREAM SECTORS, PROJECT ECONOMICS & PETROLEUM ACCOUNTING

Overview of the Energy Industry

Oil and gas measurements and units; the value chains; market structures; worldwide oil and gas economics; major players; evolution of the integrated oil and gas business.

Host Government Agreements

Typical host country exploration agreements: summary of the history and key provisions, including bonus payments, royalties, taxes; production sharing; participation arrangements.

Exploration Methods

The exploration process: petroleum geology, exploration geophysics, well logging, developing exploration prospects, preparing and interpreting geological maps; case studies.

Drilling and Well Completions

Planning the well; logistics; drilling functions; drilling procedures; formation evaluation methods; horizontal wells; improvements in drilling.

Field Development and Production Cycle

Onshore and offshore field development and long-term production subsurface design; reservoir fundamentals and reserves estimation: field development; inflow performance; integrated reservoir management; and enhanced recovery. Surface facilities design: design for both onshore and offshore operations; production operations and management; investment analysis and reporting of performance; case studies.

Gas Processing and Marketing of LPGs

Properties of gas and gas liquids; processing of associated gas; markets for LPGs; economics of natural gas plants.

Crude Oil and Natural Gas Pipeline Systems

Introduction to crude oil and natural gas pipelines; design, construction and operation of pipeline systems; estimating project costs; pipeline contracts and tariffs; new pipeline developments.

Measuring Financial Performance

How companies report to their shareholders; GAAP principles; income statement; balance sheet; cash flow statement; equity statement; taxation and tax codes; preparing corporate financials; the audit; reading a major company annual report; measures of performance and the setting of company goals.

Petroleum Industry Accounting and Taxation

Successful efforts vs. full-cost accounting; corporate taxation; petroleum taxation; accounting for host government and joint venture agreements; supplemental reserves reports included in annual reports.

Energy Project Economics

Economic yardsticks; project cash flow before and after tax; tax expenses and benefits; net cash flow stream and payout; time value of money; opportunity cost and present value of net cash flow; discounted cash flow analysis and internal rate of return; risk assessment and sensitivity analysis; examples of the economic analysis of energy projects.

FULL PROGRAM DATES:

SEPTEMBER 12 – OCTOBER 7, 2011

SEPTEMBER 10 – OCTOBER 5, 2012

UNIT TWO

DOWNSTREAM SECTORS & PETROLEUM ECONOMICS

Worldwide Petroleum Economics

Worldwide energy supply; demand; reserves; pricing; corporate strategy; recent history and prediction of future trends; how petroleum economists make predictions.

Markets for Associated Natural Gas

The natural gas chain: industry structure and regional markets, interfuel competition; gas distribution; regulation and deregulation; economics and markets for gas, including combined-cycle power plants, LNG, ammonia, methanol and gas-to-liquids.

Refining and Petrochemicals

Refinery: capacity evolution; technology changes; capital and operating costs; profitability; net-back estimation and recent trends. Petrochemicals in perspective: links to refining; key product families; industry drivers: cost of production, supply/demand; profitability and price forecasting; prospects for the future: maturity, environmental concerns, global competition.

Crude Oil Tanker Transportation

The tanker industry and market trends: an overview of the main characteristics of crude tankers; capital and operating costs; pollution at sea and the new regulations; calculating tanker transportation rates; world scale and charter arrangements.

Marketing of Crude Oil and Products

Development of the free market for oil; current international market structure; regional markets: physicals, futures, forwards, derivatives, options; roles of participants, price formation, price volatility; price reporting; crude oil and product pricing; negotiating and pricing petroleum sales contracts; introduction to hedging and price risk management.

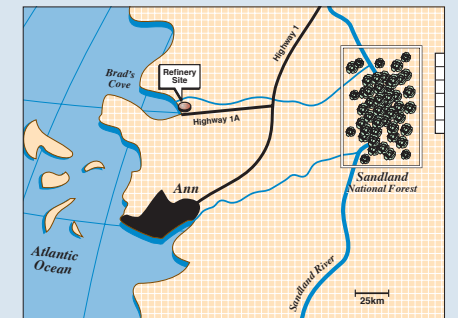
Products Distribution

Distribution and retail marketing of petroleum products; structure of the margins realized along the distribution value chain; transitions in the marketing of transportation fuels; economics of the modern gasoline station.

INTERNATIONAL PETROLEUM BUSINESS GAME: SANDLAND

This "business game" during Units One and Two is an integral part of the learning process. Participants, divided into teams, make real-life technical, financial and market decisions that commonly confront managers in the international petroleum business today. Team performance is measured on a financial basis and is catalyzed by healthy competition.

The international petroleum business game takes place in "Sandland," a fictitious country on the west coast of Africa. Team objectives are to develop oil and gas reserves and then decide on the optimal way to develop and market the production. During each workshop session, teams are provided with technical and economic background that serve as basis for decisions to be made during that session. Team decisions are made and require a commitment of both capital and operating funds and occur during the following intervals: three years of exploration, two years of development, and fifteen years of production.



WORKSHOP SESSIONS INCLUDE:

- Introduction to the Workshop
- Negotiating the right to explore in Sandland
- The exploration survey stage
- Exploration and delineation drilling
- Reserves estimation and field development
- Gas processing
- Oil and gas pipelines and port facilities
- Sandland operations accounting
- Combined-cycle power plants
- Oil tanker charter decisions
- Refinery development decisions
- Financing the port expansion
- Ammonia plants
- Gas export pipeline decisions
- Crude oil marketing decisions
- Strategic planning and decision analysis
- Evaluation of performance and presentation of results

"IHRDC's mission has always been to develop training programs and resources that are driven by excellence and innovation. Our objective is to deliver programs and products in ways that are sure to enhance individual and organizational performance for our clients."

– Dr. David A. T. Donohue
President and Program Director, IHRDC

UNIT TWO DATES:

September 19 – 23, 2011

September 17 – 21, 2012

UNIT ONE DATES:

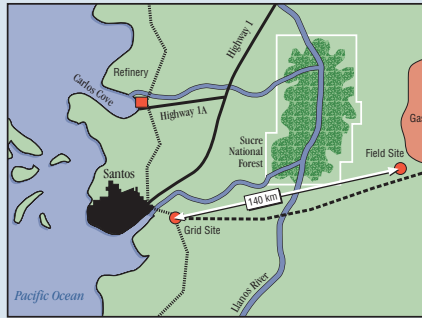
September 12 – 16, 2011

September 10 – 14, 2012

21st Annual International Petroleum Management Certificate Program

LATIN AMERICA POWER WORKSHOP: SUCRE

During Unit Three, teams are asked to develop a realistic CCGT power project in the Republic of Sucre, a fictitious country in Latin America. Each team is asked to prepare a business plan for the project, which will include a set of decisions with respect to construction, fuel supply and power purchase agreements, EPC and O&M contracts, and financing. Then, decisions will be run over 15 years of simulated operations for the “business game” environment.



WORKSHOP SESSIONS INCLUDE:

- Project description, management and market analysis
- Project economics and proforma analysis
- Project schedule and management plan
- Identifying the project risks
- Reviewing the financing term sheet
- Design the project financing
- Review the fuel supply and power sales agreements
- Evaluation of performance and presentation of results

UNIT THREE PETROLEUM PROJECT DEVELOPMENT

The Process of Commercializing Energy Projects

Key steps in the formation and commercialization of an energy project – from opportunity to operation; screening and feasibility analysis; design and development; key project agreements; preparing proforma financial projections; risk analysis and risk management; project management; project definition; resource scheduling, cost estimating; project controls; cost engineering; detailed engineering; procurement; constructions management; project accounting and auditing; environmental management. Project Management Institute (PMI) body of knowledge and certification requirements.

Project Planning and Management of Energy Projects

Steps in the development of a petroleum project: screening studies, feasibility studies; detailed engineering, environmental studies; financing construction and operation. Project management examples of energy projects: the integrated planning and development of an international combined-cycle power plant. Case study: Developing the Steuben Gas Storage Facility.

Health, Safety and Environmental (HSE) Challenges in Petroleum Operations

Worldwide developments in HSE performance, management and regulations; key technical, managerial and societal issues and responses; sustainable development, eco-efficiency, social impact; factors that affect cost; integration of HSE in the business; risk acceptance/tolerance, due diligence, accountability, liability; integrated health, safety, and environmental management systems, international standards, ISO 14001 certification, EMAS verification, audit, reporting and assurance to stakeholders.

Petroleum Law

Key legal issues in petroleum management; transnational and international oil and gas law; the role of law in commercial transactions: role of the legal system; role of the attorney; commercial relationships; host country agreements and government relations, joint venture agreements; oil and gas contracts and agreements; crude oil sales and transportation; risk management and dispute resolution.

Financing of Energy Projects

Financing petroleum projects; sources of debt and equity; preparing the financing proposal; negotiating financing; reaching the decision to proceed; project financing: structuring, role of multilateral and bilateral agencies; case studies: project financing of international oil, gas and power projects; case studies.

UNIT FOUR KEY SKILLS FOR THE PETROLEUM MANAGER

Leadership Skills Needed for High Performance Organizations

Effective leadership and management: motivation, managerial styles; organizational climate; goal setting and action planning; leading change methodology; simulation, presentation, discussion, case studies, small group work and assessment.

Leadership Case Study: Transforming the U.S. Marketing and Refining Division of a Major Oil Company

How a major oil company went from last to first in net margin per gallon in the marketing and refining of gasoline in the U.S. How strategic planning, leadership skills, and the use of the “Balanced Scorecard” were fundamental to this success.

Current HR Practices in International Oil and Gas

Current HR policies and procedures, organizational design, recruitment, manpower planning and development in the performance of the organization; defining job specific competency models and development plans.

Strategic Planning and Implementation

Major trends and drivers of change within the international oil and gas industry: anticipating the future throughout the oil and gas value chains. Latest approaches to strategic planning and how important such plans are for setting company vision and goals; effective implementation of strategy; planning and implementation of the plan using the Balanced Scorecard. Historical structure of the international oil and gas industry. Examples of strategic planning by key international companies including Petrobras, Mobil Oil and others.

Essential Negotiation Skills: A Process for Positive Results

The essentials of positive negotiation: the process of positive negotiation developed at the Harvard Negotiation Workshop applied to a petroleum case study. The key steps you will take to successful negotiations are: identify interests, invent options, use standards, manage people problems, develop alternatives, BATNA and reach closure. Team participation in an oil and gas case study.

DEVELOPING NICOIL'S STRATEGIC PLAN: NICOLA

During Unit Four of this program, teams have been retained to work with a small U.S. company of exploration specialists, Nicoil. They have made a major oil and gas discovery on a shallow offshore block licensed by the Republic of Nicola, an island republic off the West Coast of Africa. Reports state that two major discoveries were made: an oil reservoir containing an estimated 50 million barrels in-place and a deeper gas discovery containing an estimated 5 TCF in-place. The team assignment is to develop a strategic plan.

A consultant has provided the company with a menu of options that it could pursue to maximize the value of its discoveries. It will be up to teams to decide on Nicoil's business strategy and then prepare and implement a plan to achieve strategic and business goals.



WORKSHOP SESSIONS INCLUDE:

- Identify Nicoil's strategic plan, vision and mission
- Prepare a big picture view of Nicoil's needs and opportunities
- Convert strategic plan to Balance Scorecard
- Adopt Balance Scorecard to implementation plan

UNIT THREE DATES:

September 26 – 30, 2011

September 24 – 28, 2012

UNIT FOUR DATES:

October 3 – 7, 2011

October 1 – 5, 2012

NEW! International Petroleum Law for Non-Lawyers

FULL PROGRAM DATES:

OCTOBER 3 – 7, 2011

OCTOBER 1 – 5, 2012

OVERVIEW

During this five-day program, participants will learn the practical aspects of petroleum law: how the law works in practice; how to read and comment on legal documents, procedures and regulations; and how to work with and assist members of their legal team. The principles of law and legal practice will be applied to typical legal documents and issues that arise as a company first enters a country to negotiate a host country agreement through the drilling of wells, field development and the negotiation of transportation, lifting and sales agreements. The program will demystify the fundamentals of legal analysis, the language and meaning of legal documents and, in the process, enhance the participant's working relationship with the legal team. The program scope is broad, highlighting the most important legal and regulatory issues that exist in the different phases of the upstream and midstream petroleum business.

WHO SHOULD ATTEND

The program will be of most benefit to energy industry professionals who are currently working as mid-level managers, administrators, technical, and government personnel. It will be especially useful to individuals who routinely interact with lawyers in administering contracts, or who work with lawyers on business teams or in a negotiating setting. Young lawyers who have recently entered the petroleum business may also find this program to be of benefit.

INSTRUCTORS

David A. T. Donohue, PhD, JD
Skip Maryan, JD
Maher Habbal, MBA
John B. (Jack) King, MBA

INSTRUCTIONAL FORMAT

The instructional format consists of lectures and case discussions by an experienced faculty, team participation in Ganda (a challenging simulation business game), and the group examination and discussion of legal documents and contracts that are typically found along the oil and gas value chain.

LECTURE SESSIONS

Introduction to the Legal Process, the Petroleum Lawyer and Basic Principles of International Petroleum Law

Introduction—Purpose of commercial law (predictability, control of behavior); how laws are organized: civil law, common law, topical laws (e.g. environmental law, criminal law) and regulations; how laws work (enforceability); difference between a law question and a fact question; method of legal analysis (how lawyers are trained to approach problems). Lawyers—How the law profession is organized (by employer and specialty); lawyers inside petroleum companies; lawyers outside petroleum companies (law firms and government lawyers). International petroleum law basic principles—sovereign ownership; rule of capture; “sanctity” of contract.

Legal Considerations When Entering a New Country

How to use a lawyer—fatal flaw analysis; universal common issues (authority, institutional risks (e.g. dispute mechanisms generally), local law, treaties (how can they help or hurt); four selected common issues (export rights, banking and currency conversion, structure of foreign investment and environmental laws).

Host Country Agreements: Legal Structure and Fiscal Terms

Overview—Production sharing; tax and royalty; service contract; hybrid. Special problems contracting with a government—authority; police power and expropriation; unilateral changes (creeping expropriation); sovereign immunity; stability clauses.

Standard Joint Interest Petroleum Agreements: Joint Venture and Joint Operating Agreements

What they are and how they work; outline of provisions; the most important issues (promises made to the government, “discovery” vs. “commercial discovery”, standard of performance, project governance (plans, budgets, meetings, voting, disagreements, transfers, withdrawal, disputes, basic accounting).

Principles and Applications of Contract Law/Petroleum Service Agreements

Offers—A promise; how offers are made; bid solicitations (RFPs); terms of an offer. Acceptance—How acceptance is made; acceptance varying terms; cultural and language problems in international contracting. Written contracts—Why writing is important (frauds, parole evidence rule); examination of important clauses (consideration, capacity to contract, entire agreement, changes, waiver). Oil and gas industry examples: Petroleum Service Agreements.

Forming Business Organizations: Joint Ventures, Partnerships

Three Models—Corporation; partnership; unincorporated joint venture. Taxation—Permanent establishments; double taxation; tax treaties; use of SPVs (tax deferrals and sales). Three structures compared—Liability; taxation; operational considerations; acquiring and divesting interests in a business. Oil and gas industry examples.

Agency, Products and Liability Law:

Subcontractors, Suppliers, Warranties, Indemnity and Insurance

Tort law—Duty to others; the concept of negligence; vicarious liability (acts of an agent); damages, (actual, consequential, punitive). Warranties—Promises of quality or performance; expressed warranties and implied warranties; disclaimers. Indemnity—Risk sharing inside the contract; “knock for knock” indemnities; no fault provisions; enforceability. Insurance—Risk sharing outside the contract; who is insured; “primary” insurance and contribution; subrogation.

Drilling Contracts: Management of Problems When Drilling a Well

The drilling contract—a review of offshore international drilling contract terms with discussion related to: Liability; damages; warranties and disclaimers; indemnity; insurance. Drilling and the environment—International corporate responsibility; international environmental standards and lending; review and discussion of an environmental law in host government contracts and in the joint operating agreement; abandonment of operations.

Oil Lifting, Sales and Hedging Agreements

Lifting Arrangements—The terminal; quality bank contracts and how they work; lifting schedule preparation; schedule implementation; failure to schedule or lift. Oil and Product Sales—UCC sales law; UN sales law; sales law comparison of key terms; typical sales arrangement; standby letters of credit. Hedging Agreements: NYMEX standard agreement.

Transportation: Crude Pipelines and Ships

Pipeline Law Issues—Right of way and condemnation; regulated vs. unregulated; tariff setting; access; capacity reservations; curtailments. Shipping Law Issues—Admiralty law principles; vessel charters (rights of owners, rights of charterer, third party operators); bills of lading (negotiable/non-negotiable).

Natural Gas/LNG Sales and Transportation Agreements

Natural Gas Law Issues: Physical and financial agreements; typical terms and conditions; natural gas pricing and major trading hubs; special considerations for LNG; natural gas pipeline contract terms; terms and conditions of standard forms.

Regulatory Agencies

Administrative Law: source of regulatory law and administrative agencies; regulations and orders; filing applications for certificates; adjudication and remedies. Oil and gas industry examples.

When Things Really Go Wrong: Criminal Law Issues

Company violations = personal jail time; when breach of a commercial contract can violate criminal law; bribery and corruption penalties (host & home countries); tax fraud.

Dispute Resolution Options

Disputes; local law, jurisdiction and courts; international arbitration; alternatives (experts & non-binding mediation); international court of justice.

PETROLEUM AGREEMENTS BUSINESS GAME: GANDA

The workshop setting is the Republic of Ganda, a small country located in East Africa across the border from the new oil discoveries in Uganda. Your company is interested in the opportunity to explore for oil and gas in Ganda and has approached the government to negotiate one or more exploration agreements, including a Concession Agreement and/or a Production Sharing Contract. Another company has expressed an interest in participating with you in the ventures. Your team is to analyze the opportunities and select the one it finds most appealing. Your major responsibilities are to review all legal documents that are a part of the exploration, development and production of the prospect beginning with the Ganda constitution and negotiation of the host country agreement and ending with the crude oil and natural gas sales and transportation agreements. You will also undertake the exploration and development of the project, and once constructed, manage its production through a 20 year life cycle.



WORKSHOP SESSIONS INCLUDE:

- Review of Exploration Opportunity, Preparations for the First Meeting with the Government
- Review of The Fiscal Provisions of the Ganda Exploration Agreements and Selection of the One that you Wish to Negotiate
- Economic Analysis of the Fiscal Term Options of the Ganda Exploration Agreement
- Negotiation of the Seismic and Drilling Agreements
- Review of a Typical EPC Agreement
- Negotiation of Oil Lifting, Crude Oil Sales and Transportation Agreements
- Review of Natural Gas Sales Agreement
- Exploration and Reserves Estimation
- Fulfilling Government Regulations
- Negotiating Major Insurance Policy for Production Facilities

Petroleum Business Workshops

IHRDC has developed eighteen practical workshops on energy business management that are taught on a private in-house or regional multi-company basis. Designed around IHRDC's comprehensive Management Programs, these workshops are ideal for teaching international energy business essentials.

Each program combines lectures by experienced energy business specialists with a classic IHRDC "business game" where participants work in teams to develop and manage an energy business over a simulated 20-year period. Computers are used to record each team's decisions and measure overall team performance. This form of learning has proven to be ideal for experienced managers, because they challenge team members to reach decisions through debate and discussion. In essence, they learn from each other in the context of a realistic case study.

Our Energy Business Workshops consistently receive very high praise. They are offered on an in-house basis to many international companies who schedule them annually to develop the important business knowledge and skills of their asset managers. Ideally these workshops are organized on a residential basis for maximum effectiveness.



TRAINING
PROVIDER
2010
OF THE YEAR

– getenergy

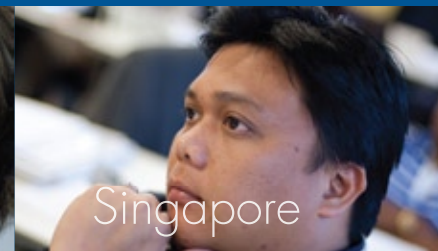
2011 PUBLIC OFFERINGS

**HR AND COMPETENCY
DEVELOPMENT WORKSHOP**
DUBAI: FEBRUARY 13 – 16, 2011

**INTERNATIONAL GAS
BUSINESS WORKSHOP**
BALI: FEBRUARY 21 – 25, 2011



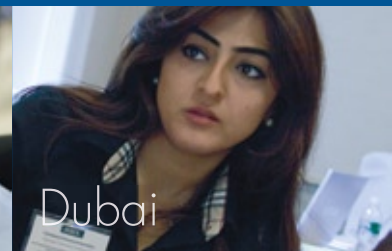
Bali



Singapore



Brisbane



Dubai

**OFFSHORE E&P PROJECT
MANAGEMENT WORKSHOP**
SINGAPORE: MARCH 28 – APRIL 1, 2011

**LNG BUSINESS AND SPA
NEGOTIATING WORKSHOP**
BRISBANE: MAY 9 – 13, 2011

**MANAGEMENT OF
UNCONVENTIONAL GAS PROJECTS**
BRISBANE: MAY 9 – 13, 2011

**PETROLEUM PROJECT ECONOMICS
AND RISK ANALYSIS**
BALI: NOVEMBER 21 – 24, 2011

"A demanding program that taught me how to plan for and manage E&P projects. I highly recommend it!"

– 2010 participant

Petroleum Business Workshops

INTERNATIONAL GAS BUSINESS WORKSHOP (5 DAYS)

This intensive one-week business workshop introduces participants to all aspects of the integrated natural gas value chain. Through formal lectures and a challenging, team-based business game, participants learn the commercial, technical, financial, and economic aspects of the business – from upstream gas supply to midstream transportation and processing and downstream markets. Special emphasis is placed on LNG, gas-fired power plants and GTL opportunities. IHRDC has developed two business game settings that will be offered according to regional relevancy:

Singnam

This business game focuses on the challenge of commercializing and managing a sizeable gas prospect in Asia over a 20-year period. The setting is an undeveloped but highly populated hypothetical country on the South China Sea called “Singnam.”

Expetra

The setting of the alternative business game is the Atlantic Basin, where teams choose to explore several offshore exploration blocks in the “Republic of Expetra,” an unexplored island in the Caribbean just north of a major gas discovery in Trinidad.

Integrated Gas Business Value Chain Workshop, Angola



INTERNATIONAL POWER BUSINESS WORKSHOP (4 DAYS)

This workshop provides international oil, gas and power professionals with an overview of the international power business, with special emphasis on the commercialization of combined-cycle, gas-fired power plants. The instructional format includes formal lectures and a challenging, team-oriented business game. During the business game, teams will plan the financial development and operation of a combined-cycle power plant. Participants will also be asked to prepare a business plan for the project. This popular program has been taught in many international locations and, for many years, was a core program for a major petroleum company.

LNG BUSINESS WORKSHOP (2.5 DAYS)

In this 2.5 day workshop, participants learn the technical, commercial, legal and business essentials of LNG projects at each step along the LNG value chain. Through a combination of lectures and a challenging LNG business game, the session progresses from the host country agreement and gas production to liquefaction, shipping, receiving terminals and gas marketing. The LNG business game takes place in either the “Republic of Pacifica,” an island republic off the coast of Peru or the “Republic of Sogal,” an island republic off the West coast of Africa. Participants, working in teams, are asked to develop a significant gas resource by deciding which LNG technology and train size to implement, what size ships to charter, what receiving terminal options to accept and where to sell the LNG – North and South America, Europe and Asia. The financial performance of these decisions are then reviewed after 20 years of simulated performance.

NEGOTIATING SUCCESSFUL LNG SALES AND PURCHASE AGREEMENTS – NEW! (2.5 DAYS)

In this 2.5 day workshop, participants learn the practical skills required to negotiate successful LNG Sales and Purchase Agreements (SPA). The learning format is designed so that attendees, working in teams, practice and internalize the highly regarded “Getting to Yes” negotiating process by actually negotiating the terms of a realistic SPA for the sale of LNG from a new facility in the Republic of Sinbad, offshore Oman. Most of the workshop is devoted to team participation in practical negotiation sessions; however there will be brief lectures and video demonstration devoted to the process of negotiation, the commercial aspects of the LNG value chain, and the major commercial terms and conditions of an SPA, including the recently released AIPN Model LNG spot sales agreement. Instructors will provide coaching in advance of negotiation sessions and feedback sessions after each session. Teams will present the results of their negotiations at the conclusion of the workshop.

GAS CONTRACTS WORKSHOP – NEW! (2.5 DAYS)

This practical workshop is intended for those who wish to learn the legal and commercial aspects of Gas Sales Agreements. It is achieved through a combination of introductory lectures, class discussion and team participation in a challenging business game in which the teams negotiate term sheets for three sets of agreements: an initial one between a West African gas producer and a local power plant, a second one between the producer and an LNG developer and the third between the LNG developer and ultimate purchasers in three developed countries that have different gas market pricing structures. Each team presents the 20-year commercial results that rely on its negotiated agreements. During the program the participants also review jointly the terms of the Association of International Petroleum Negotiators (“AIPN”) Model Form Gas Sales Agreement, a Standard NAESB Contract for sale of gas in the USA and, at the end, obtain approval of all agreements from the Host Country.

INTERNATIONAL PETROLEUM BUSINESS WORKSHOP (5 DAYS)

This workshop uses lectures and a business game to provide a thorough grounding in the petroleum (oil and gas) value chain, including exploration agreements, exploration methods, drilling, field development, production, reservoir engineering and enhanced recovery, pipeline transmission, refinery and petrochemical operations, and marketing of crude oil and products.

During the business game, participants work in teams to find and develop oil and gas reserves in the West Africa Republic of Sandland and then decide on the optimal way to develop and market the production. In each session, the teams are given background information on the technical and economic aspects of the decision to be made during that session. Then they pursue the development and marketing of the discovered oil and gas from the upstream to the midstream and downstream ‘markets’ over a 20-year horizon.

As participants apply classroom knowledge to practical job-related problems, they also develop the key financial skills used to measure project and corporate performance, including project investment analysis and financial statements.

OVERVIEW OF THE INTERNATIONAL PETROLEUM BUSINESS (3.5 DAYS)

This workshop is an abbreviated version of our popular International Petroleum Business Workshop. It is ideal for individuals from many different backgrounds (lawyers, accountants, HR, IT specialists, etc.) who seek a broad introduction to the international petroleum industry. It introduces participants to the integrated oil and gas value chains through a combination of “overview lectures” and team participation in a challenging business game set in West Africa.

Sessions begin with an Overview of the Industry and then progress to the *Upstream Sector* (Host Country Agreements, Exploration, Drilling, Reserves Estimation, Field

Development, Crude Marketing), *Midstream Oil Sector* (Crude Transportation and Refining), *Midstream Gas* (Transportation, Processing), *Downstream Oil* (Products Distribution and Sales), and *Downstream Gas* (Distribution, Power Generation, and Petrochemicals).

During the business game, teams of participants explore for and discover oil resources and then decide on how the upstream and midstream oil and gas sectors will be developed in order to sell hydrocarbons into the downstream markets that they have elected to develop. Their decisions are then implemented over a 20-year production period and the financial results are reported for each team at the end of the program. The team with the best performance is awarded the Workshop Prize! IHRDC has received rave reviews from participants who have attended this program because ... “it is a very effective and fun way of learning!”

INTERNATIONAL PETROLEUM LAW FOR NON-LAWYERS – NEW! (5 DAYS)

This program will provide participants with the practical aspects of petroleum law: how the law works in practice; how to read and comment on legal documents, procedures and regulations; and how to work with and assist members of their legal team. The principles of law and legal practice will be applied to the typical legal documents and issues that arise as a company first enters a country to negotiate a host country agreement covering the drilling of wells and the negotiation of the transportation, lifting and sales agreements. The program will demystify the fundamentals of legal analysis and the language and meaning of legal documents and, in the process, it will enhance the participant’s working relationship with the legal team. The program scope will be broad, highlighting the most important legal and regulatory issues that exist in the different phases of the upstream and midstream petroleum business. The instructional format will consist of lectures and case discussions by experienced faculty, team participation in Ganda (a challenging simulation business game), and the group examination and discussion of sample contracts.

Petroleum Business Workshops

NEGOTIATING SUCCESSFUL UPSTREAM PETROLEUM AGREEMENTS – NEW! (5 DAYS)

This workshop is an ideal program for those who wish to learn both the financial and legal aspects of Upstream Petroleum Agreements and negotiating skills necessary to achieve win-win outcomes. Participants initially learn the essential terms of host government agreements from both the contractor and government points of view. Then, using a specially designed financial model, participants analyze the economic returns of a realistic exploration and development program in the fictitious island “Republic of Atlantica” off the coast of West Africa under a typical Production Sharing Contract.

After completing their analysis, the participants, working in teams, engage in active negotiations by playing the role of either the government or the contractor. In the process, they use the “Getting to Yes” method of negotiation to achieve win-win outcomes. This challenging learning process allows participants to effectively internalize the essential aspects of Upstream Petroleum Agreements. Two experienced instructors/mentors make it all very challenging and enjoyable!

HR and Competency Development Workshop, Doha



OFFSHORE E&P PROJECT DEVELOPMENT WORKSHOP (5 DAYS)

This challenging digital workshop allows participants to learn the commercial, technical, economic, and project management processes (i.e. the Industry’s stage-gate process) required to explore for and develop a deepwater offshore field. It covers all aspects of a classical upstream project management process, including seismic program design and analysis, exploration and appraisal drilling decisions, field development planning including resources estimation, well and reservoir performance predictions, uncertainty management, and project economics.

All workshop communications and analysis tools (including well logs, reservoir simulation, risk analysis & financial models, and decision analysis) are made available to participants in a digital framework. This unique instructional format includes engaging mentors who guide teams of participants step-by-step through the exploration and development of a deepwater offshore prospect in West Africa. Teams are asked to make sequential decisions to move an attractive exploration opportunity along a simulated project timeline, from the execution of the exploration agreement to the field development decision. Each team’s development decisions are captured by the digital application and the financial outcome of those decisions are presented over a 20-year production period.

Note: IHRDC recommends that those attending this program have some background in upstream petroleum technology.

THE INTEGRATED UPSTREAM PETROLEUM BUSINESS WORKSHOP: FROM EXPLORATION TO LONG-TERM PRODUCTION – NEW! (10 DAYS)

The objective of this program is to present, in a challenging workshop format that encompasses approximately 50 percent of the available instruction time, the essential analysis and decisions that are made by geoscientists, engineers, and project managers, working in multidisciplinary teams, as they explore for and develop a deepwater, offshore petroleum prospect in Atlantica, an island republic in the Gulf of Guinea, West Africa. The workshop consists of team participation in a realistic stage-gate project management simulation of this major upstream project. Workshop sessions are devoted to host country agreements, seismic program design and analysis, exploration drilling decisions, field development planning, including deterministic and probabilistic reserves estimation, well and reservoir performance evaluation, surface facilities design, risk and uncertainty management, project economics including sensitivity analysis, and the management of field production through the full E&P life cycle.

The program also incorporates the commercial aspects of upstream decisions through sessions on the analysis of host country fiscal agreements, joint venture arrangements, measuring company financial performance, obtaining debt and equity capital, marketing of oil, gas and gas liquids and satisfying the many regulations that are a necessary part of today’s industry. During the program teams make short presentations to their mentors and a major one at the end of the program summarizing their decisions and overall performance. The best performing team wins the Atlantica Workshop Prize.

MANAGEMENT OF UNCONVENTIONAL GAS PROJECTS – NEW! (5 DAYS)

This program is designed for individuals who seek a comprehensive and practical understanding of the processes that are applied in the development of upstream petroleum projects, by looking at one of today’s most active investment areas in order to illustrate the management process with a case study of:

- A coal seam gas (CSG/CBM) project onshore in Queensland, Australia. This CBM/CSG project will provide gas to various markets, including the local grid and power generation facilities, as well as to an LNG plant for export.

Using the industry accepted “stage-gate process,” teams of participants are asked to plan the Exploration and Development phases of the project from early exploration, through the delineation and pilot stage, to a final subsurface field development plan and FEED specs. Each team is then asked to recommend if the project represents an attractive investment opportunity.

Learning sessions will consist of:

- One-third lectures by two IHRDC specialists; and
- Two-thirds team participation in challenging workshop sessions that allow the teams to undertake the step-by-step development of an upstream CSG/CBM opportunity using IHRDC’s E&P project management digital simulator.

PETROCHEMICALS, REFINING AND GAS PROCESSING WORKSHOP (5 DAYS)

This program provides a comprehensive overview of today’s international petrochemical business with emphasis on how it can be integrated with the refining and gas processing sectors to improve operating margins. The program examines the many petrochemical product options with emphasis on the technical, economic, commercial, and market factors that shape these important downstream sectors of the industry. Special attention is given to their integration and the ways in which profit margins can be improved. In order to enhance the learning process, teams of participants compete for the “team prize” in a challenging petrochemical business game.

PETROLEUM PROJECT ECONOMICS AND RISK ANALYSIS (5 DAYS)

This program teaches participants how to analyze, in a practical and realistic manner, the financial performance of oil and gas investments from both project and corporate perspectives. Attendees are asked to build financial models for typical oil and gas projects, calculate the standard measures of project performance (PV, IRR), and incorporate all project risks into the analysis using such processes as tornado diagrams, decision trees, scenario analysis, portfolio analysis, and Monte Carlo simulation. A major part of the learning is achieved through team participation in a challenging business game, in the “Republic of Oceana”, where each team analyzes a major upstream project and presents their pre-development recommendations and post-development results to the Board.

Petroleum Business Workshops

TALENT MANAGEMENT AND WORKFORCE DEVELOPMENT: BUILDING AN EFFECTIVE COMPETENCY MANAGEMENT SYSTEM (3, 4 OR 5 DAYS)

This practical workshop is designed for individuals, including HR operations and technical staff, training, and functional managers and key staff members, interested in the development of a competent workforce through the application of modern competency development processes. Delegates will learn the fundamentals of the competency management process for the development of personnel to meet the strategic needs of the organization.

This program focuses on the practical application of the competency management process: preparing job descriptions, developing competency statements and models, understanding and conducting employee assessments, capturing learning gaps and preparing appropriate development plans to eliminate the gaps. IHRDC's CMS Online competency software will be used to demonstrate how this process is captured and administered within an online working system. Participants will perform hands-on work involving Competency Statements, Assessment and Skill Gap Analysis. The program concludes with a team based session on developing a talent management strategy and then preparing a competency management program to achieve that strategy.

The learning format consists of short lectures, group discussion, and practical demonstrations and assignments that enhance the learning and allow participants to apply these modern "best practices" immediately upon returning to their organizations. The 4-day version will add a day on HR competency issues including the relationship between the HR Scorecard, the Workforce Scorecard and how they relate to achieving the strategic objectives of the organization within a competency framework. The 5-day version will expand the hands-on workshop activities thus providing a more comprehensive understanding of the key program content.

EFFECTIVE NEGOTIATING SKILLS WORKSHOP (2 DAYS)

This highly acclaimed two-day program provides participants with a practical understanding of the highly regarded negotiation process developed at Harvard University that is outlined in the book *Getting to Yes*. Participants will leave this program with a full understanding of the "best practices" of negotiating, whether they are used to negotiate a major business agreement or to settle a misunderstanding with a colleague. In the workshop setting, teams of participants are asked to negotiate positions in a realistic oil and gas case study to demonstrate and internalize the process.

CHANGE MANAGEMENT – NEW! (5 DAYS)

In this five-day workshop, participants learn how to assess, plan and implement large scale business changes. Working with the latest change management principles, a systematic framework and tools for effective change, participants develop both an overall strategic plan and a sample tactical change plan that is easy to understand by all stakeholders. In addition to the practical tools, participants learn how to coach leaders through a change and how to support leaders in their role throughout the transformation.

SENIOR MANAGEMENT LEADERSHIP WORKSHOP – NEW!

This Workshop consists of a training/consultation engagement for your senior management team that will enhance their leadership skills, cause them to successfully surmount their immediate challenges and strengthen their capacity to lead their organizations far into the future.

The four specific activities are:

Preliminary Communications to identify the scope of the team's activities, key organizational measures, logistical planning, and distribution of 360° assessments; **Individual Interviews** with team members prior to the group meetings to gain background on strategic objectives and corporate culture (1-3 days); **Leadership Sessions** in which team members meet with Robert Ryan as a group to reach consensus and alignment on an Action Plan that will stimulate leadership and promote enhanced performance (2 days); and **Monitoring Sessions** which take place 1, 3 and 6 months afterwards on-site or through teleconferences to monitor progress and recommend strategies to achieve enhanced performance and fulfillment of the Action Plan.

"Excellent instructor. Very engaging, informative and entertaining."

—2010 Participant

2011 Instructor Biographies

DR. DAVID A. T. DONOHUE PROGRAM DIRECTOR



Dr. David A. T. Donohue is the Founder and President of both IHRDC and Arlington Storage Corporation.

Dr. Donohue is a technical specialist, businessman, attorney and lecturer who is highly regarded for the teaching of management programs devoted to the business of oil and gas. He has successfully designed and taught these "business game" programs to more than 10,000 members of the international oil and gas industry on both in-house and public bases. He was the developer of an innovative video-based learning system for the upstream petroleum industry, which has now been converted to IPIMS, a widely licensed e-Learning system. Dr. Donohue is also the developer and owner of independent underground gas storage facilities in New York State. In his early career he held various positions in engineering and research for Exxon and, for four years, served on the faculty of Pennsylvania State University. Dr. Donohue holds the Ph.D. in Petroleum & Natural Gas Engineering from Pennsylvania State University and a J.D. degree from Boston College Law School. He is active in public affairs in his hometown, a Distinguished Member of the SPE and Alumni Fellow of Pennsylvania State University.

MEG ANNESLEY



Meg Annesley, former President of Tricentrol Oil Trading in London and Houston, has more recently acted as an independent

trading advisor and consultant, concentrating on the international oil trading markets for crude oil and petroleum products, hedging and risk management strategies and trading in domestic markets. Her extensive oil industry experience includes eight years with BP, in international supply and trading. Ms. Annesley is a Fellow of the Institute of Petroleum, former Director of the International Petroleum Exchange of London and until recently, Secretary of the Association of U.K. Oil Independents and an initiating member of the UK Government Minister's Downstream Oil Forum.

BENTLEY (BEN) BEAVER



Bentley Beaver is the Vice President of Business Operations at IHRDC. His early career was with a management consulting

firm where he worked with a diverse group of businesses to improve operational performance and profitability. He later accepted an offer from one of his client companies to head up its financial and administration functions. For the past thirty years Mr. Beaver has been directly involved in human resources as a retained executive search consultant. Most recently, he and a partner were Managing Directors of a retained executive search firm that provided human resource consulting and recruitment of senior executives for both private and publicly traded companies. He has had responsibility for operational issues in service company environments as well as exposure to a broad range of companies in diverse industry segments. After receiving his undergraduate degree from Colby College, Mr. Beaver served four years as an officer in the U.S. Navy, after which he received an MBA from Harvard Business School.

2011 Instructor Biographies continued

DR. Y. SERDAR DOGULU



Dr. Y. Serdar Dogulu is Director of Innovative Learning Solutions at IHRDC. He is currently involved in the content development of interactive learning and training products, especially the IPIMS e-Learning system. Dr. Dogulu has been very active in the building of company-specific competency models for IHRDC clients and is the principal developer and instructor for IHRDC's highly regarded new E&P Project Development Workshop. For the Arlington Group, an IHRDC affiliate, he is also actively involved in technical and financial modeling studies of underground gas storage projects. After earning his Ph.D. degree in Petroleum and Natural Gas Engineering from Pennsylvania State University, Dr. Dogulu held a post-doctoral researcher position with the Energy and Geo-Environmental Engineering Department at Penn State. His areas of interest include numerical simulation and reservoir characterization. During his graduate studies Dr. Dogulu spent a summer as a Research Technologist at the Chevron Petroleum Technology Company developing reservoir simulation and management tools, including stream-tube techniques for modeling large oil reservoirs.

BRADFORD R. DONOHUE, CFA



Bradford R. Donohue is Director of Corporate Development for IHRDC and manages IHRDC's finance group, which includes managing financial performance, capital structure, shareholder relationships and the budgeting process. He is also in charge of quality assurance, marketing and project management for IHRDC's Operations and Maintenance (O&M) training services group. Mr. Donohue has a broad management, business and technical background in both the private and public sectors. During 2002, he worked for Merrill Lynch in Strategy and Product Development, and from 1997 to 2000, he was a Program Manager and Mechanisms Engineer at the U.S. Naval Research Laboratory's Naval Center for Space Technology in Washington D.C. Mr. Donohue has an MBA degree and a B.S. degree in Mechanical Engineering, both from the University of Virginia, and has earned the Chartered Financial Analyst (CFA) certification.

TIMOTHY D. A. DONOHUE



Timothy D. A. Donohue, Director of Media Production, joined IHRDC in 1995. He has been responsible for all of the significant advances IHRDC has made in both the system and content of its knowledge and learning systems, from the first publication of IPIMS in CD-ROM format to the delivery today of IPIMS.ep over the Internet/Intranet. Mr. Donohue is also responsible for IT systems and functions for all IHRDC offices. He has a B.S. degree in Geology from Colorado College and an M.S. degree in Geological Sciences from Pennsylvania State University. Prior to joining IHRDC he worked as an Environmental Specialist with Camp, Dresser & McKee in Boston specializing in hydrogeology.

MARSHALL E. FRANK



Marshall E. Frank retired in September 2000 from Chem Systems, where he was President and Managing Director, responsible for international consulting activities in North and South America and Asia Pacific. During his more than thirty years with the company, he had technical and administrative responsibility for a large number of multidisciplinary projects, both single-client and multi-client sponsored. Mr. Frank's areas of expertise include natural gas utilization and conversion, the petrochemical industry, the refining/petrochemical interface and alternative fuels. He also directed Chem Systems' Financial Practice, which provided assistance to lenders in assessing the various risks associated with the financing of major international energy, petrochemical and polymer projects. Prior to joining Chem Systems, Mr. Frank was involved in process evaluation, process engineering and startup of many of Halcon/SD's proprietary processes at Scientific Design Company. Mr. Frank received a B.S. degree in Chemical Engineering from Cornell University.

MAHER HABBAL



Maher Habbal is Manager, Business Simulators Development/Applications for IHRDC. He is responsible for developing and implementing the business simulation models used in IHRDC management programs and workshops. To date he has built five such simulators: one for the oil industry, two for gas, and two for power. His other responsibilities include internal financial reporting, analysis and forecasting. Before joining IHRDC, Mr. Habbal worked three years with Arthur D. Little, Inc. as a Senior Financial Analyst in financial reporting and modeling. Also, as a member of the teaching staff at the Arthur D. Little School of Management Master of Science in Management Program, he taught Finance, Economics and Accounting. Mr. Habbal holds a M.S. degree in Management from Arthur D. Little School of Management and a B.S. in Business Economics from the Lebanese American University.

SAMY H. IBRAHIM



Samy H. Ibrahim is an energy and utility operating executive with extensive experience in operations, management and energy delivery services. He is the Vice President of Business Development with Hess LNG and currently manager of the development of LNG import facilities in Shannon, Ireland. Previously he served as the Vice President of Operations of NSTAR Gas, a gas distribution company serving 265,000 residential, commercial and industrial customers in Massachusetts. Mr. Ibrahim has over 30 years of experience in the gas utility, consulting, engineering and manufacturing fields. He completed the Graduate Program of Special Studies in Administration and Management at Harvard University and holds B.S. and M.S. degrees in Mechanical Engineering from Ain Shams University, Cairo, and Northeastern University, respectively.

JARED KAPELA



Jared Kapela is Project Manager of Petroleum Online-IHRDC's comprehensive e-Learning series that provides an in-depth overview of each sector of the international oil and gas industry-and is responsible for overseeing its development, marketing and international sales. His additional responsibilities include supporting sales of all IHRDC products and services and assisting as an instructor in IHRDC management programs. Prior to joining IHRDC, Jared studied energy and finance at Duke University's Nicholas School of the Environment and Fuqua School of Business. Mr. Kapela holds a Master's degree in Environmental Management from Duke with a focus in energy systems and finance. He is also a cum laude graduate of Colorado College, where he earned Bachelor of Arts degrees in Economics (Distinction and highest graduating GPA) and Environmental Science & Natural Resources (Distinction).

JOHN B. (JACK) KING



John B. (Jack) King, is an expert in the developing and marketing of natural gas, both in pipeline natural gas and LNG, with over 26 years experience in Mobil and ExxonMobil Corporations. Jack began his career as a production engineer in the Gulf of Mexico. He then progressed through a number of senior executive natural gas marketing positions for both Mobil and ExxonMobil affiliates in the United States, Indonesia, Qatar, Peru, Venezuela, Japan and Russia. From Indonesia and Qatar, he participated in successful long-term LNG sales contract negotiations with consumers in Japan, South Korea, India, Italy and Taiwan. He led both Mobil Corporation's efforts in the Camisea gas project in Peru and ExxonMobil's participation in the Venezuela LNG project. As Project Executive for the Sakhalin-1 project, he concluded a successful feasibility study to bring pipeline

natural gas from ExxonMobil's Sakhalin-1 project, in Russia, to Japanese utilities and concluded a successful long-term agreement to bring pipeline natural gas to China from the Sakhalin-1 project. Jack received a B.S. in General Engineering and Military Art from the United States Military Academy at West Point, New York, and earned an MBA degree from Tulane University.

DR. MICHAEL KRATEN



Dr. Michael Kraten has served as the President and co-founder of Enterprise Management Corporation, a strategic management consulting firm, since 1996. He is a management accounting consultant, educator and researcher who specializes in behavioral factors impacting issues of negotiation, entrepreneurship and social policy. He has served as an invited presenter at Harvard Law School, Johns Hopkins University, Dartmouth College, and other prestigious institutions. He is also a member of the Accountancy faculty at the School of Business of Providence College.

Dr. Kraten has authored the book "Business Planning and Entrepreneurship: An Accounting Approach" for the Managerial Accounting collection of Business Expert Press. He has also authored articles in both the academic and practitioner literature, including such publications as the Journal of Digital Business, the Journal of Theoretical Accounting Research, the CPA Journal, Family Foundation Advisor, and PensionGovernance.com. Dr. Kraten has earned a Ph.D. in behavioral accounting from the University of Connecticut, an M.P.P.M. in management from Yale University, and a B.B.A. in public accounting from Baruch College of the City University of New York.

2011 Instructor Biographies continued

DR. SHASHI KUMAR



Dr. Shashi Kumar is the Academic Dean at the U.S. Merchant Marine Academy, Kings Point, New York, and has participated in IHRDC

instructional programs since 1994. Prior to joining USMMA, Dr. Kumar was the Founding Dean and Professor at the Loeb-Sullivan School of International Business and Logistics at Maine Maritime Academy. His areas of teaching have included International Business, International Logistics, International Transportation, Managerial Economics and Transportation Economics and Policies.

Dr. Kumar is a licensed Master Mariner (UK), and has an M.S. degree in Maritime (Business) Management from Maine Maritime Academy and a Ph.D. in Maritime Economics from the University of Wales, United Kingdom.

MICHAEL LYNCH

Michael Lynch is President of Strategic Energy and Economic Research and a research affiliate at the Massachusetts Institute of Technology's Center for International Studies. Mr. Lynch has combined S.B.-S.M. degrees in Political Science from M.I.T., and has performed a variety of studies related to international energy matters, including forecasting of the world oil market, energy and security and corporate strategy in the energy industries, as well as analysis of oil and gas supply. He is currently working on a book, *The Fog of Commerce: Oil Crises and Economic Security*, expected to be published within the next year. He is a former Chief Energy Economist at DRI-WEFA, Inc., a leading economic consulting firm, and a past-President of the United States Association for Energy Economics, and was the Program Chairman of the 1996 North American Conference, as well as being an appointed council member of the International Association for Energy Economics. His publications have appeared in Spanish, Arabic, Italian, Russian and Japanese, as well as English, and he serves on the editorial board of the journals *Energy Policy* and *Geopolitics of Energy*.

ELIZABETH MACDONALD



Elizabeth Macdonald is the Director of Business Communication at Thunderbird School of Global Management,

teaching public speaking and business report writing workshops to both American and international MBA students. At Thunderbird, she has worked with corporate clients from a wide range of companies such as Intel, Wal-Mart, Walt Disney, Henkel, Chevron, SK, and other multinational companies, coaching executives and senior level managers on improving their business communication skills.

Her background as an educator, trainer, consultant, and program director gives her a unique perspective in addressing the diverse communication needs of business professionals. For ten years, she worked for the US government as an international trainer and Education Specialist conducting needs assessments and program evaluations, developing monitoring/assessment instruments, training staff, developing innovative teaching materials, etc. In these programs, she collaborated with both American staff and host-country national staff from all over the world: from Eastern and Central Asia, Africa, Eastern and Central Europe, and Latin America.

She has a BA in French and Sociology from Bryn Mawr College, and an MA in TESOL from the Monterey Institute of International Studies.

SKIP MARYAN



Skip Maryan is a lawyer and consultant with a practice in International Energy. He started his energy career with a law firm in South Texas in 1975. In

1979, he moved to Mobil Oil Corporation where he held a number of affiliate General Counsel positions over a 25 year career including: General Counsel, Rocky Mountain Division, Denver; General Counsel, Mobil Oil Indonesia, Jakarta; General Counsel, New Business Development, Dallas; Managing Counsel, Mobil's Major Transaction Group, Fairfax, Virginia; Chief Attorney for ExxonMobil Development Company. He continued his practice with the International Energy Section of the law firm of Thompson & Knight LLP until this year. His experience includes negotiating, lawyering and documenting upstream oil & gas projects in numerous countries on every continent. He has taught courses in energy law and contract subjects at Georgetown University Law School, in CLE presentations and for a number of NOC and IOC clients. He has advised corporations on legal department organizations and best practices. Mr. Maryan holds a law degree from St. Mary's University and a Master of Laws in taxation from Southern Methodist University. He is currently a member of the Texas and Colorado Bar associations. He is a frequent speaker at CLE and energy educational programs throughout the world. Since 1997, Skip has served in several capacities as an officer and director of the Association of International Petroleum Negotiators. He continued his practice with the International Energy Section of the law firm of Thompson & Knight LLP until 2009 when he started his own consulting company.

AYMAN A. MENEASSY



Ayman A. Meneassy, Vice President and Regional Manager for the Middle East/North Africa. Since joining IHRDC in 1986 as Regional

Sales Manager for the Middle East he has been responsible for building IHRDC's business in that region. In addition, he has organized a highly competent group of internationally experienced Egyptian instructors to teach short courses in technology and management throughout the region. More recently, he has developed a strong team of specialists and support personnel to develop and teach long-term training programs for skilled and semi-skilled personnel in petroleum operations and maintenance. Mr. Meneassy has a B.S. degree in Geology from Victoria College in Alexandria and an M.S. degree in Petroleum Engineering from Imperial College, London. Prior to joining IHRDC he served as wellsite geologist and pressure control engineer with ExLog, a division of Baker-Hughes, in various regions of Europe and Africa. Mr. Meneassy is a member of the AAPG, SPE, ASTD, AMA and he holds an Assessor/Verifier OPITO Certified status.

ROBERT H. MEYER



Robert H. (Bob) Meyer has a diverse background in both the domestic and international oil arena, with over 26 years of experience

in the Mobil and ExxonMobil Corporations. Bob began his career as a Human Resources Executive in Mobil's upstream organization in Dallas, New Orleans, Norway and New York. Following global assignments at both Mobil's Corporate HQ in New York and its worldwide R&D HQ in Princeton, NJ, he joined Mobil's Downstream organization where he moved through successive assignments as the Director, Corporate Services and board member, Mobil Oil Australia, Melbourne and Director, Human Resources, U.S. Marketing and Refining in Fairfax, VA. Upon completion of Mobil's transformational global Staff Redesign Project (SRP) he was appointed to the newly created position, VP and General Manager, Shared Services, with global responsibility for Security, Real Estate, Medical, and Aircraft operations and U.S.-wide portfolio of Human Resources, Public Relations, Legal, Environmental Health & Safety and Accounting services. He returned to the Downstream as President, Mobil Oil Latin America, responsible for Fuels and Lubricant sales, marketing, refining and distribution activities in Central and South America as well as the Caribbean. Coincident with Exxon's purchase of Mobil, he was appointed Director, ExxonMobil Latin America Lubricants Company. His final assignment was Director, Downstream Services, responsible for managing the implementation of new Fuels, Lubricant, Refining and Supply processes worldwide. Bob received a B.S. in General Engineering from the United States Military Academy at West Point, New York and earned a M.A. in Human Resources and Business Management from Webster College, St. Louis.

BOB PEARSON



Bob Pearson is Director of coal seam gas (CSG), coal Bed methane (CBM), and other Unconventional Gas Evaluation and Development

Services for RPS in Brisbane. Bob began his career in 1970, as a Production and Well Engineer with Shell International in Southeast Asia and the North Sea; and later worked for Petro-Canada in Western Canada and the Canadian Frontiers. In 1983, he began consulting with APA Petroleum Engineering Inc (now part of RPS Energy Canada Ltd). In 2007, Bob returned to Southeast Asia, first as the Operational Director of the RPS Energy Consulting team in Singapore; and, then, for CBM/CSG services in Southeast Asia and Australia. In recent years, he has been heavily involved in sub-surface peer reviews and development plan audits for major Unconventional and Frontier Projects on behalf of both Operators and Lenders. He has been a Distinguished lecturer for the SPE and the Canadian section (formerly the Petroleum Society of CIM). He is a registered professional engineer with APEGGA in Alberta, Canada; and is a member of the SPE and SEAPEX.

KEVIN ROHAN



Kevin Rohan, founder of Rohan LLC, has more than 20 years of Fortune 501-level experience. He worked as a Senior Manager with

Accenture and as a senior member of the Human Performance Consulting Practice, where he helped develop their course on e-Process and served as a guest faculty member for management development courses. Mr. Rohan has worked with such industry-leading clients as Chevron, DuPont Chemicals, Caterpillar, Georgia Pacific and Nokia to implement successful large-scale organizational change on a global scale.

2011 Instructor Biographies continued

Before joining Accenture, Kevin headed an Operations Systems Development group for CKE Restaurants. Kevin holds a B.S. in Business Administration and received an M.B.A. from the University of Phoenix. He has served on the Project Management Committee at the University of California at Irvine and is a member of the Project Management Institute.

ROBERT F. RYAN



Robert F. Ryan, the former Chief Executive Officer of McBer and Company in Boston, is a management consultant who works with corporations, public sector, and non-profit organizations to increase individual and group effectiveness and performance. He works with individuals, teams and organizations in the areas of leadership development, team building, organizational improvement and strategy implementation. Mr. Ryan's clients have included Mobil Oil Corporation, General Electric, Global PLC, ICL, State of Florida, Rohm and Haas and Texas Instruments, both domestically and internationally. He received both his B.S. and M.S. degrees from Boston College.

JOSEPH SCHECHTMAN

Joseph Schechtman is a national consultant, trainer and coach, working with public school districts, non-profit organizations, businesses and the federal government. He is a professor at Cambridge College, teaching in the graduate Special Education department. He specializes in improving leadership skills for senior management, developing high-performance teams and creating safe learning and working environments. Mr. Schechtman developed a very successful program in working with "at risk" students and challenging employees. He has been using the Benziger Thinking Styles Assessment with adults and youth to help them be successful and utilize their true gifts for over 15 years.

DR. CAROL ANN SHARICZ



Dr. Carol Ann Sharicz is Associate Professor of Adult and Organizational Learning at Suffolk University in Boston, Massachusetts. She is the recipient of several "Outstanding Faculty" Awards at Suffolk and is a recipient of "Women Leaders at Suffolk" award. Dr. Sharicz also has her own consulting practice, specializing in leadership, team development, coaching, and systems thinking. Her clients span high tech, federal and state governments, health care, education, consumer products and financial organizations. Prior work experience includes serving as a senior training instructor for Motorola, Inc. Dr. Sharicz received her EdD in Systems Thinking from Boston University. Dr. Sharicz has many publications to her credit, including her book by Linkage, Inc., *The Big Picture: A Systems Thinking Story for Managers*, and is a frequent presenter at regional, national, and international conferences. Her international experience includes assignments in Europe, Russia, the Former Soviet Union, Australia, India and Japan.

JACK SLOTNICK



Jack A. Slotnick retired in March 2011 from ExxonMobil Corporation, where he managed their Downstream and Chemical, Safety, Health, and Environmental (SHE) audit program. During his more than 41 years of service with ExxonMobil Jack held a number of technical, operations, product stewardship, and management positions in various phases of operations for the company. He held several special assignments including development of an energy conservation/management program as well as preparing Mobil Oil's early corporate environmental stewardship reports. In his last position, he managed not only the audit program, but also facilitated over 200 SHE compliance and/or management system audits at offshore oil platforms, onshore drilling operations, gas recovery plants, petroleum refineries, chemical plants, and other supply

and transportation operations around the world. Jack holds a BS degree in Chemical Engineering from the Pennsylvania State University and a MBA from Drexel University. Jack is a Certified Environmental and Safety Auditor (CPEA) for regulatory compliance, ISO 14001, and American Chemical Councils Responsible Care Program. He currently sits on the Board of Directors for the Board of Environmental Auditor Certification (BEAC) and was a former board member for the Environmental Auditing Roundtable.

RICK SQUIRES



Rick Squires an IHRDC Senior Lecturer, is the founder of PiEnergy, which provides consulting services to the energy industry. He was Non-Executive Chairman of a UK based offshore hybrid gas and wind power company (250 MW) which was recently sold to one of the major utilities in Europe. He also holds four other directorships. Rick has extensive experience in the international energy sector at the senior management level across a wide range of activities and fuels. He also acts as a senior consultant to an international executive search company, focusing on the renewable energy and new technology business sectors. For four years, until early 2003, Rick was based in Boston, USA as Senior Vice President of InterGen, an international power company with over 1000 employees and 16 GW of power plants in ten countries. Prior to joining InterGen, Rick headed the Power Business within Shell Gas and Power, London and was the leader of the team that acquired 50% of InterGen in 1997. His career in Shell spanned over 25 years and also included senior management positions in International Oil Trading, Coal Business Development and Marketing. While principally based in London, he also had assignments with Shell companies in South Africa and Japan. Before joining Shell, he worked for the South Western Electricity Board in the UK. Rick holds a First Class Honours Degree in Electrical Engineering from

Lanchester University and a Masters Degree in Business Studies from Durham University, UK. He is a member of the Institute of Electrical Engineers, the Institute of Directors and also the Energy Institute.

ROBERT W. TAYLOR



Robert W. Taylor is Vice President of Global Business Development for IHRDC and an instructor in its Energy Management Programs. Since joining IHRDC in 1999, he has coordinated worldwide sales and business opportunities in Asia Pacific and Sub Sahara Africa, provided learning and competency development advice and ensured quality products and services for all IHRDC clients. From 1977 to 1999, Mr. Taylor held positions of increasing responsibility for Otis Engineering and Halliburton Energy Services. In 1995, he became the Halliburton Scandinavian Business Development Manager, responsible for all of the service offerings of Halliburton and for proposing commercial opportunities involving integrated services and products. Mr. Taylor holds a Master's Degree in Adult and Organizational Learning from Suffolk University, and a B.S. degree in Mechanical Engineering from the University of Kentucky. Recently, he has completed certificate level courses from Cornell ILR School in Advanced HR Studies. He is a long-time member of the Society of Petroleum Engineers, ASTD, and an author of numerous technical and professional papers.

LAURA B. VARELA



Laura B. Varela joined IHRDC in 2007 as a technical specialist and special assistant to the president of IHRDC to participate in the development of the e-Learning programs and to support core processes of the corporation. Mrs. Varela worked 15 years in the Venezuelan Oil Company (PDVSA). Laura began her career as a field engineer and expended some time working directly with the NGL plants in western Venezuela. She was a leader of a group of professionals responsible for developing, monitoring and updating of technology and operational systems of measurement and assessment of gas, along the value chain, from production to final distribution (domestic, industrial and commercial). She participated in the development of procedures for the management of gas to obtain ISO 9000 certification and served in the corporate area of PDVSA in the management of gas and oil. Mrs. Varela is an Industrial Engineer with an M.S. degree in Oil and Gas Production.

DR. KERMITT WALROND



Dr. Kermit Walrond is a Management Consultant who has served as Deputy Chairman of the Board of Directors of Neal & Massy Energy Company in Trinidad & Tobago, as Chairman of the Board of Directors of NM Wood Group Ltd., and as Special Advisor to the Board of Governors of the Trinidad & Tobago Institute of Technology. He is a member of the Advisory Council of the Energy Centre of the University of Trinidad and Tobago. Dr. Walrond currently provides lecturing services in negotiation skills as well as consulting services to IHRDC. Until 2000 he had accumulated 33 years of international service with British Petroleum, Shell, Amoco and then BP. His early experience was in engineering and operations with British Petroleum (Trinidad) Ltd. He served five years with Shell in their Houston Research Laboratory before joining Amoco, where he held progressively more senior positions including Regional Production Manager, Houston; Production Manager, Norway; Manager of Engineering, Worldwide; and Vice President, Production & Transportation, for BP's Caspian operations in Azerbaijan and Georgia. He has three degrees in Petroleum Engineering - a B.S. (Honors) from the University of Birmingham, United Kingdom, and a M.S. and Ph.D. from Pennsylvania State University. Dr. Walrond was a Distinguished Lecturer for the SPE in 1988-89 and was elected a Distinguished Member in 1991. The Pennsylvania State University has honored him as a Centennial Fellow, College of Earth & Mineral Sciences (1996) and as an Alumni Fellow (1997). In 2009 he received a Centennial Award in the field of International Relations from the Government of the Republic of Trinidad & Tobago.

"Very knowledgeable. Perfect instructor—energized the class and provided helpful insight."

—2010 Participant

Enrollment Information

Registration in any IHRDC program may be made by mail, telephone, fax, e-mail, or online at www.ihrdc.com. Class size is limited, so we encourage early enrollment. IHRDC will confirm all accepted registrations by courier, fax, or e-mail. The confirmation will include complete details regarding course location, a visa invitation letter, hotel request form, Boston welcome information, and an invoice.

Who attends IHRDC programs?

- Over 2,500 participants have attended Boston Programs in the past 20 years
- They have come from 40 countries
- They represent majors, NOCs, Ministries, service companies, consultants, and political leaders
- They have backgrounds in technology, finance, business management, accounting, HR, regulation, legal, and government policy
- They are serious about the learning opportunities and work very hard while they are here

FEES

All fees are listed in U.S. dollars. Payment should be made by wire transfer, credit card, or check in U.S. funds drawn on a U.S. bank. Fees must be paid in full prior to the first day of the program.

Fees include instruction, instructional materials, receptions, continental breakfast and lunch during the session days, weekend bus trips and miscellaneous conference expenses. Fees for Boston programs do not include travel, hotel expenses, or evening meals; these are the responsibility of the enrollee.

PAYMENT/SUBSTITUTIONS/ CANCELLATIONS

The fee is due and payable to IHRDC before the first day of the program. If an enrollee is unable to attend the course, the enrollee or the company may appoint a substitute at any time without penalty. One half of the registration fee must be paid by those registrants who commit to attend the program and then cancel less than 30 days before the first session. A paid enrollment may be transferred to a future course if the request is received before the first day of the program.

IHRDC reserves the right to cancel any course due to insufficient enrollments to ensure effective sessions. The Registrar will make this determination on or about the course closing date. If IHRDC cancels the course, the Registrar will refund all course fees in full.

HOTEL RESERVATIONS

For your convenience, IHRDC has reserved guest rooms for program attendees at several area hotels. Enrollees needing assistance with accommodations should contact IHRDC for bookings. Rooms are limited – early reservations are encouraged. Detailed hotel information is provided with your enrollment confirmation. Please be advised that Boston is a very busy city and hotels will fill to capacity. We encourage you to return the hotel request form in as soon as you can.

SCHEDULE

Unless otherwise specified, programs run from 8:30 am to 5:30 pm with an hour for lunch. Some workshop sessions and lectures may extend into the evening hours. IHRDC provides refreshment breaks each morning and each afternoon. When making your flight arrangements, please take into account that the Friday afternoon sessions end around 2:00 pm. Additionally, airports require at least a two-hour advance check-in.

2011 Instructional Programs Enrollment Form

Enroll for 2011 programs online at www.ihrdc.com.

For 2011 programs, fax this completed page to 1.617.536.4396 or 1.617.247.6669. By mail, send to: IHRDC Management Programs, 535 Boylston Street, Boston, MA 02116 U.S.A.

Questions? Call 1.617.536.0202 or E-mail us at registrar@ihrdc.com

PLEASE ENROLL ME IN THE FOLLOWING 2011 PROGRAM(S):

INTERNATIONAL PETROLEUM BUSINESS PROGRAM

- Full Program
- Unit One: Upstream Sectors, Project Economics & Petroleum Accounting, May 16 – 20
- Unit Two: Downstream Sectors & Petroleum Economics, May 23 – 27

INTERNATIONAL GAS BUSINESS MANAGEMENT CERTIFICATE PROGRAM (TWO OFFERINGS)

MAY OFFERING

- Full Program
- Unit One: Upstream Gas Business, May 16 – 20
- Unit Two: Downstream Gas Business, May 23 – 27

OCTOBER OFFERING

- Full Program
- Unit One: Upstream Gas Business, October 10 – 14
- Unit Two: Downstream Gas Business, October 17 – 21

HR PROCESSES AND CHANGE MANAGEMENT

- Full Program
- Unit One: HR Management for Oil & Gas Managers & Supervisors, June 6 – 10
- Unit Two: Change Management & Communication, June 13 – 17

E&P PROJECT MANAGEMENT: DEEPWATER OIL VERSUS UNCONVENTIONAL GAS

- Full Program
- Unit One: Identify and Assess The Resource Potential of Two Petroleum Exploration Opportunities, June 6 – 10
- Unit Two: Design Final Field Development Plans for Deepwater Oil and Unconventional Gas, June 13 – 17

ESSENTIAL SKILLS FOR OIL AND GAS PROFESSIONALS

- Full Program
- Unit One: Leadership Skills & Essential Negotiation, June 20 – 24
- Unit Two: Effective Business Communication & Strategic Planning, June 27 – July 1

ADVANCED PETROLEUM MANAGEMENT PROGRAM: ENTERPRISE WIDE LEADERSHIP IN TIMES OF CHANGE

- Full Program
- Unit One: Leading Commercial Change, June 20 – 24
- Unit Two: Leading Long Term Sustainability Programs, June 27 – July 1

FINANCIAL MODELING AND PETROLEUM PROJECT ECONOMICS

- Full Program
- Unit One: Financial Modeling for the Oil & Gas Industry, September 12–16
- Unit Two: Petroleum Project Economics & Risk Analysis, September 19 – 23

INTERNATIONAL PETROLEUM MANAGEMENT CERTIFICATE PROGRAM

- Full Program
- Unit One: Upstream Sectors, Project Economics, & Petroleum Accounting, September 12 – 16
- Unit Two: Downstream Sectors & Petroleum Economics, September 19 – 23
- Unit Three: Petroleum Project Development, September 26 – 30
- Unit Four: Key Skills for the Petroleum Manager, October 3 – 7

INTERNATIONAL PETROLEUM LAW FOR NON-LAWYERS

- Full Program, October 3 – 7

CONTACT INFORMATION (Please type or print clearly.)

Name _____

Title/Position _____

Company _____

Address _____

City/State _____ Country _____

Telephone _____ Fax _____

E-mail _____

Enrollment Code

Enrollment Code: **IWEBC11**

Provide Enrollment Code at time of Enrollment and be entered into a drawing for a free iPad for those who attend the course!

2011 Boston Oil and Gas Management Program Fees* (U.S. \$)

ONE UNIT: \$4,450 THREE UNITS: \$11,700
TWO UNITS: \$8,150 FOUR UNITS: \$14,900

*The above fees for Boston-based Oil and Gas Management Programs include instruction, instructional materials, receptions, continental breakfast and lunch during the session days, weekend bus trips, and miscellaneous conference expenses. Fees do not include travel, hotel expenses, or evening meals; these are the responsibility of the enrollee. Payment should be made by wire transfer, credit card, or check in U.S. funds drawn on a U.S. bank. Fees must be paid in full prior to the first day of the program.

PAYMENT METHOD

Fee Enclosed

Please Invoice

Send to the attention of:

Mastercard

Visa

American Express

Discover

Card Number _____

Exp. Date _____

Signature of Cardholder _____



Instructional Programs Client List

This is a sampling of our full client roster, which includes over 450 companies that have sent employees to our Instructional Programs.

Abu Dhabi National Energy Co. (TAQA)
 Addax Petroleum Development Ltd.
 ADCO
 ADNOC
 AGIBA Petroleum Company
 AGIP
 Al-Khafji Joint Operation (Al-Khafji /Saudi Arabia)
 American Petroleum Institute
 Anadarko
 Angola LNG
 Arab Petroleum Pipeline Company
 Ashland Exploration
 Atlantic LNG Co. of Trinidad & Tobago
 AUREP
 Barbados National Oil Company, Ltd.
 Belize Natural Energy
 Bell Oil & Gas Limited
 BG Group
 Bharat Petroleum Corporation, Ltd.
 BHP Billiton Petroleum
 BP
 BPMIGAS
 Brass LNG
 Cairn Energy India Pty Ltd.
 Canoro Resources Ltd.
 Central Bank of Kenya
 Centurion Petroleum
 Chevron
 CMH – Companhia Mogambicana
 de Hidrocarbonetos (Mozambique)
 CNOOC SES Ltd.
 ConocoPhillips
 Cuu Long JOC
 Cyprus Petroleum Refinery
 Deloitte West & Central Africa
 Deminex
 Department of Mineral Resources – Thailand
 Department of Mining and Petroleum – Papua New Guinea
 Department of Petroleum Resources – Nigeria
 Ecopetrol
 El Paso Oleo e Gas do Brazil Ltd.
 EGPC
 Egyptian Petrochemical Company
 Elf Petroleum Nigeria Ltd.
 Emir Enterprises Sdn Bhd
 Energy and Mineral Resources Division/Bangladesh
 Energy and Water Utilities Regulatory Authority/Tanzania
 Energy Regulation Board – Zambia
 Eni E & P
 ENPPI
 ETAP
 ExxonMobil
 FAMFA Oil Ltd.
 Gas Authority of India
 Gasprom
 Ghana National Petroleum Corporation
 Group C & C Energia Sucursal (Columbia)
 Guangdong Dapeng LNG Co. Ltd. (China)
 Gujarat State Petronet Ltd
 Gulf of Suez Petroleum Company
 Honam Oil Refinery Co. Ltd.
 Husky Energy Inc.
 Hyundai Oil Refinery
 INA-Naftaplin Croatia
 Integrated Data Services Ltd.
 Jalalbad Gas Transmission & Distribution
 System Ltd. (Bangladesh)
 Japan Oil Gas and Metals National Corporation
 Kaduna Refining and Petrochemicals Co. Ltd.
 Khalda Petroleum
 Kondur Petroleum S.A.
 Kuwait Foreign Petroleum Exploration Co.
 Kuwait National Petroleum Company
 Kuwait Oil Company
 Liberia Petroleum Refining Co.
 Luanda Refinery
 Maddhapara Granite Mining Co. Ltd. (Bangladesh)
 Malaysia LNG Companies
 Malaysia-Thailand Joint Authority
 Marmarus Management Company, LLC
 Meta Petroleum Corp.
 Ministry of Energy and Minerals – Tanzania
 Ministry of Energy – Trinidad & Tobago
 Ministry of Mines & Energy – Ethiopia
 Ministry of Oil & Mineral Resources – Yemen
 Ministry of Oil – Iraq
 Ministry of Petroleum – Angola
 Ministry of Petroleum and Natural Resources/Pakistan
 Ministry of Petroleum Resources – Nigeria
 Mitsubishi Development Company
 MND Exploration & Production Ltd.
 Mobil Oil Indonesia
 Mobil Producing Nigeria
 MOL Hungarian Oil & Gas Co.
 Mongolian Petroleum Company
 NAMCOR (Namibia)
 National Oil Corporation Kenya
 National Oilwell Varco – MD/TOTCO
 National Planning Commission/Nigeria
 New Zealand Refining Co.
 Nigerian Accounting Standards Board
 Niger Delta Exploration & Production PLC
 Nigerian Agip Oil Company Ltd.
 Nigeria LNG Ltd.
 Nigeria/Sao Tome & Principe JDA
 Nigerian Gas Company Ltd.
 Nigerian National Petroleum Corporation/NAPIMS
 Oando Gas & Power Ltd.
 OCP Ecuador S.A.
 Oil and Gas Development Corporation – Pakistan
 Oil and Natural Gas Commission – India
 Oil India Limited
 Oilworld Limited
 Oil Search Ltd.
 OKLING
 OMV AG
 Osinergmin
 Pacific Rubiales Energy
 Pakistan Petroleum Ltd.
 Pan American Energy LLC
 Pan Ocean Oil Corporation
 Petroleos de Venezuela S.A.
 PEMEX
 Pertamina
 Petrobranga
 Petrobras
 PetroEcuador
 Petronas
 Petroperu S.A.
 Petroleum Authority of Mongolia
 Petroleum Authority of Thailand
 Petroleum Products Pricing Regulatory Agency/Nigeria
 Petroleum Technology Development Fund
 Petrotrin
 PetroVietnam
 Petro S.A.
 Philippine National Oil Company
 Polish Oil and Gas
 PlusPetrol
 Premier Oil
 Promigas S.A.
 PT Arun NGL Company
 PT Medco
 PTT Exploration and Production Co., Ltd.

Qatargas Operating Company Ltd.
 Qatar General Petroleum Corporation
 RasGas Co. Ltd. – Qatar
 Refineria di Korsou N.V.
 Repsol YPF
 Russian Offshore Development Company
 Saudi Aramco
 Santa Fe Energy Resources Ltd.
 Santos Ltd.
 Sele Raya Merangin Dua
 Shell
 Sichuan Petroleum Administration
 Singapore Petroleum Company
 Sino Saudi Gas Limited
 SOCAR
 Societe Nationale des Hydrocarbures – Cameroon
 Soekor E&P Ltd.
 Sonagas
 Sonangol
 Sonatrach
 Staatsolie
 Statoil
 Suez Oil Company
 Summit Oil International Ltd.
 Talisman Energy Inc.
 Tanzanian Petroleum Development Corporation
 Tectropet S.A.
 TECNIA Petroleum Consultants
 Teikoku Oil Company
 The National Gas Company of Trinidad & Tobago Ltd.
 Thrace Basin Natural Gas Turkiye Corporation
 Total Austral S.A.
 Total Petrochemicals Research Feluy
 TPAO
 Transocean Sedo Forex
 Trinidad & Tobago Oil Company Ltd.
 Turkish Petroleum Corporation
 US Department of Energy
 Vale Oleo e Gas S.A. (Brazil)
 VICO Indonesia
 Vietnam Petroleum Institute
 Western Australia Petroleum Pty. Ltd.
 Wintershall Energia S.A.
 Woodside Energy Ltd.
 World Bank
 WRPC
 YPF S.A.
 Yukong
 Zafarana Oil Company
 Zakum Development Company

LIFT FOR 2011 SCHEDULE



PLEASE CONTACT US FOR MORE INFORMATION:

IHRDC/CORPORATE HEADQUARTERS

535 Boylston Street, 12th Floor Boston, MA 02116 USA

Tel: 1.617.536.0202 Fax: 1.617.536.4396

www.ihrdc.com

Email: programs@ihrdc.com

BOSTON BOSTON HOUSTON BOSTON LONDON AMSTERDAM AMSTERDAM RIO DE JANEIRO CARTAGENA JAKARTA LAGOS

IHRDC

WORLDWIDE LOCATIONS

IHRDC/CORPORATE HEADQUARTERS

535 Boylston Street, 12th Floor Boston, MA 02116 USA

Tel: 1.617.536.0202

Fax: 1.617.536.4396

Email: corporate@ihrdc.com

IHRDC/AMSTERDAM

Coen de Koninglaan 35, 1135CM Edam, The Netherlands

Tel: 31.299.373480

Email: amsterdam@ihrdc.com

IHRDC/CAIRO

55, Road 206, Digla, Maadi, Cairo, Egypt

Tel: 20.22.519.7275

Fax: 20.22.519.7274

Email: cairo@ihrdc.com

IHRDC/JAKARTA

Villa Melati Mas Block 1.12a No. 12

Serpong 13250

Tangerang, Banten, Indonesia

Tel: 62.21.68299480

Fax: 62.21.5372392

Email: jakarta@ihrdc.com

IHRDC/LAGOS

Plot 93, Block 14, Akanbi Disu Street

Off Otunba Adedoyin Ogunbe Crescent

Lekki Phase 1, Lagos, Nigeria

Tel: 234.803.301.4101

Email: lagos@ihrdc.com

WWW.IHRDC.COM

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