



IHRDC
ENERGY MANAGEMENT PROGRAMS

FOURTEENTH ANNUAL

International Petroleum Management Certificate Program

A Four-Week Management Development Program

comprehensive



september 13 – october 8, 2004 boston, usa

"I highly recommend this program to every manager
in the petroleum industry today." –2003 Participant

PROGRAM DETAILS

Program Objectives

The objectives of this program are to provide managers in the worldwide petroleum industry with an overview of the key business aspects of the upstream and downstream petroleum business; to explore the important functional management issues facing managers today, including technical, environmental, legal, financial, marketing and petroleum accounting; and to develop key management skills, including strategic planning, leadership, project management and the negotiation process, required by today's international petroleum industry managers. The four units of this program can be taken consecutively in one year or individually over a period of a few years. Over the past twelve years, participants have consistently called this program "the BEST management program in the petroleum industry today!"

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. Participants will expand their knowledge of the business aspects of the international petroleum industry, broaden their management skills and be given an opportunity to share experiences with others from similar backgrounds. Delegates from over 40 countries have attended this excellent, internationally focused program.

Instructional Format

The instructional format consists of a combination of lectures by highly respected specialists and team participation in a classic IHRDC business workshop. The workshop, which typically takes almost one half of the instruction time, has been highly rated by past participants for its effectiveness in internalizing the learning, generating discussion among team participants, and creating long-lasting friendships and contacts around the world. This combination of excellent lecturers and interactive workshop sessions has proven to be an ideal way to expose the participants to the practical needs of today's international energy managers.

Awarding of Certificates

A Certificate in Petroleum Management is issued to individuals who successfully complete this program.

Program Location and Accommodations

The program will be held at the John Hancock Conference Center in the attractive Back Bay section of Boston. Known as America's Walking City, Boston is also the historical, educational, and cultural center of the United States. 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.

Social Activities and Administrative Assistance

We want you to feel at home during your stay in Boston. With this in mind, we will have an IHRDC Program Coordinator available on-site to assist you with non-program needs including shopping, travel arrangements and individual administrative concerns. In addition, social events are organized during the evenings and excursions by bus to regional sites of interest are scheduled each weekend.



Conference Site
Back Bay, Boston

PROGRAM CONTENT

UNIT ONE The Complex World of the International Petroleum Business: Upstream Sectors, Project Economics & Petroleum Accounting

- **Exploration Agreements**
Typical Host Country Exploration Agreements: Summary of the History and Key Provisions including Bonus Payments, Royalties, Taxes; Production Sharing; Participation Arrangements.
- **Petroleum Exploration**
The Exploration Process: Petroleum Geology, Exploration Geophysics, Well Logging, Developing Exploration Prospects, Preparing and Interpreting Geological Maps; Case Studies.
- **Drilling, Field Development & Reservoir Management**
Drilling of Exploration and Development Wells; Formation Evaluation; Well Completions; Estimating Reserves; Field Development; Inflow Performance; Surface Facilities Design for both Onshore and Offshore Operations; Integrated Reservoir Management; Enhanced Recovery.
- **Gas Processing and Marketing of LPGs and Ethylene**
Properties of Gas and Gas Liquids; Processing of Associated Gas; Markets for LPGs; Economics of Natural Gas Plants; Ethylene Markets and Plant Economics.
- **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 Load Factors; Typical Pipeline Contracts and Tariffs; New Pipeline Developments.
- **Measuring Company 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 One Instructors: Dr. David A.T. Donohue,
Maher Habbal, Robert Taylor

Enroll online at:
www.ihrdc.com

UNIT TWO

The Complex World of the International Petroleum Business: Downstream Sectors and Petroleum Economics

- **Worldwide Petroleum and Natural Gas 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 and Methanol.
- **Crude Oil Tanker Transportation**
The Tanker Industry and Market Trends: An Overview of the Main Characteristics; Capital and Operating Costs; Pollution at Sea and the New Regulations; Calculating Tanker Transportation Rates; World Scale and Charter Arrangements.
- **Refining and Petrochemicals**
Refinery Capacity Evolution; Technology Changes in Refining; Capital and Operating Costs; Profitability of Refining; Net-Back Estimation; Some 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.
- **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.
- **Distribution and Retail Marketing of Petroleum Products**
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.

Unit Two Instructors: Meg Annesley, Dr. David A.T. Donohue, Marshall Frank, Maher Habbal, Dr. Shashi Kumar, Michael Lynch, Richard A. Norman

“Covers the complete oil and gas value chain and the management know-how required to be effective.”

–2002 Participant

PROGRAM CONTENT

UNIT THREE Petroleum Project Development: Environment, Law, Financing and Project Management

- **The Process of Commercializing Oil and Gas 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; Construction Management; Project Accounting and Auditing; Environmental Management.
- **Application of Project Planning and Management to 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.
- **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 Relations: Role of the Legal System; Role of the Attorney; Commercial Relationships; Governmental Relationships; 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.

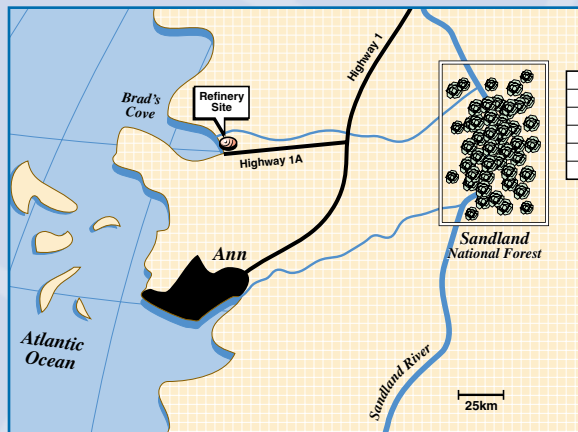
Unit Three Instructors: Owen L. Anderson, Dr. David A.T. Donohue,
Maher Habbal, Dr. Ir. J.P. Visser

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 US Marketing and Refining Division of a Major Oil Company**
How a Major Oil Company, Between 1992–96, Went From Last to First in Net Margin Per Gallon in the Marketing and Refining of Gasoline in the US. How Strategic Planning, Leadership Skills and the Use of the "Balanced Scorecard" Were Fundamental to This Success.
- **Crisis Management: Responding to the Media**
Introduction/Types of Crises; Why Crisis Communication is Critical Today; What is Effective Crisis Communication; How the Media Looks at a Crisis; Preparation and Anticipation; Methodology; LID (Limited Information Dissemination) Strategy; Planning; Benefits of Good Crisis Communication; Follow-up to a Crisis.
- **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 Development Plans; Creating a Learning Organization; Benchmarking and Corporate Governance.
- **Strategic Management, Planning and Implementation**
Strategic Management and Business Policy; Scanning the Environment and Identifying Trends; Strategy Formulation; Strategy Implementation and Control; Fundamental Changes and Resulting Transformations in the Energy Industry: The Underlying Drivers; Practical Approaches for Change; The New Performance Measures; Implementing Strategy Through the Balanced Scorecard; Practical Case Study of Strategic Planning for a Petroleum Company.
- **Essential Negotiating Skills: A Process for Positive Results**
The Essentials of Positive Negotiation: The Process of Positive Negotiation Developed at the Harvard Negotiation Workshop: Key Objectives; Interests; Options; Standards; People; Alternatives (BATNA); Closure; Case Studies.

Unit Four Instructors: Dr. David A.T. Donohue, Derek Harvey,
Lynn Kettleon, Robert F. Ryan, Jennifer Sheehy
Dr. Kermitt Walrond

WORKSHOP



During the first two units, participants will participate in a challenging business game that requires them to develop and manage an integrated petroleum company in the **Republic of Sandland**, a fictitious country on the West Coast of Africa. Decisions are made over a 20-year simulated period as reserves are discovered and markets developed to form an integrated oil company. During Unit Three, teams are asked to develop a realistic CCGT power project in Sucrevia and then manage it over a 20-year period. These workshops always stimulate and challenge the participants, because they are designed around the highest form of learning: that which occurs when practical, realistic problems are solved through team discussion and shared insight.

Workshop Sessions include:

UNIT ONE

September 13–17, 2004

The Complex World of the International Petroleum Business: Upstream Sectors, Project Economics, and Petroleum Accounting

- Workshop Introduction
- 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

BUSINESS GAME: Sandland Upstream Decisions

UNIT TWO

September 20–24, 2004

The Complex World of the International Petroleum Business: Downstream Sectors and Petroleum Economics

- 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

BUSINESS GAME: Sandland Markets

UNIT THREE

September 27–October 1, 2004

Petroleum Project Development: Environment, Law, Financing and Project Management

- Petroleum Law Issues and Decisions
- Financing an Expanded Oil Loading Terminal
- Managing Environmental Issues
- Project Management of a Merchant Power Plant

BUSINESS GAME: Sucrevia Power Business Opportunity

UNIT FOUR

October 4–8, 2004

Key Skills for the Petroleum Manager

- Strategic Planning and Corporate Transformation of the National Oil Company
- Building a Continuous Learning Organization
- Negotiating the Extension of a Host Government Agreement

BUSINESS GAME: Negotiating a Contract Extension in Petroland

INSTRUCTORS

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 has worked in the development of energy projects where he has a senior equity position. He is a former Associate Professor of Petroleum & Natural Gas Engineering at Pennsylvania State University, and held various positions in engineering and research for Exxon before becoming a developer of energy projects. He is an active developer of underground gas storage fields in New York State, an explorer for oil and gas in the US and Ireland, and a developer of innovative learning systems for the energy industry. He lectures broadly in the industry management programs. Dr. Donohue holds a Ph.D. degree in Petroleum and Natural Gas Engineering from Pennsylvania State University and a J.D. degree from Boston College Law School.



Owen L. Anderson is the Eugene Kuntz Chair in Law in Oil, Gas & Natural Resources at the University of Oklahoma and a consultant on energy law and transactions. He has lectured on petroleum law in several countries, including Norway, China, and Canada. Professor Anderson is the co-author of several books including *International Petroleum Transactions, Cases and Materials on Oil and Gas Law*, and a multi-volume legal treatise, the *Law of Oil and Gas*, as well as the author of numerous articles on oil and gas law. Professor Anderson is a member of the Association of International Petroleum Negotiators and a Trustee of both the Rocky Mountain Mineral Law Foundation and the Energy and Mineral Law Foundation. He has B.A. and J.D. degrees from The University of North Dakota.



Meg Annesley, former President of Tricentral Oil Trading in London and Houston, has more recently acted as an independent trading advisor and consultant. During this period, she has concentrated on the international oil trading markets for crude oil and petroleum products, hedging and risk management strategies, and trading in domestic markets. Previous experience includes eight years with BP involved 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 Secretary of the Association of U.K. Oil Independents.

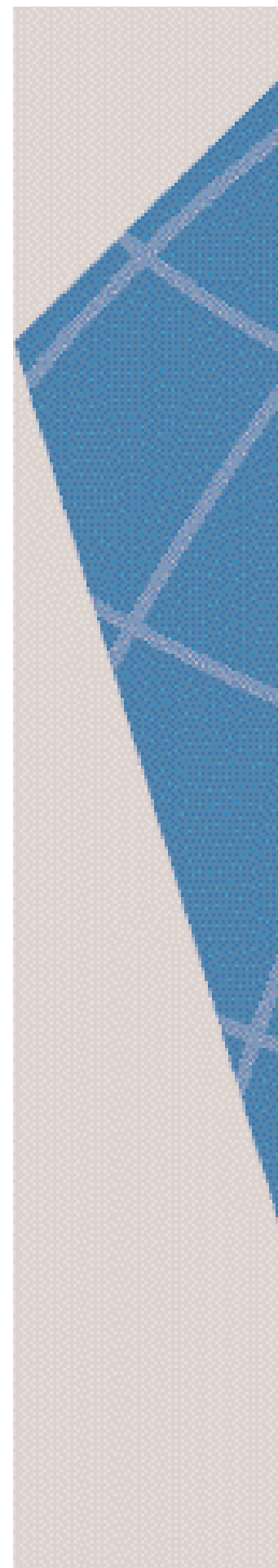
Marshall E. Frank retired in September 2000 from Chem Systems where he was President and Managing Director, responsible for its international consulting activities in North and South America and Asia Pacific. During his more than thirty years with the company, he had technical and administrative responsibility 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 on assessing the various risks associated with the financing of major international energy, petrochemical and polymer projects. Prior to Chem Systems, he 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 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 the 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 on 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 Master of Science Degree in Management from Arthur D. Little School of Management and a B.S. in Business Economics from the Lebanese American University.



Derek Harvey is a Human Resource Specialist who spent 32 years with Mobil Oil Corporation specializing in Human Resource Management. His career focus has been dedicated to finding ways to improve organization effectiveness and enhancing employee contributions. He has made major contributions at the corporate as well as the international operating affiliate levels (Far East, Middle East, West Africa, Europe and the US). His experiences have included grass roots new projects, turnaround situations, mature organizations, and corporate reorganizations. His most recent assignment was as the Assistant to the Vice President of QatarGas. He has a record of pioneering change, including the use of benchmarking, sophisticated workforce analysis, a new succession planning and executive career development program, work family programs; and global employee surveys. He received the BSc in Economics (Honors) from Kingston University and the Diploma of Industrial Administration (MSc equivalent) from Bath University.



INSTRUCTORS

Lynn Kettleston currently holds the position of Managing Director for Clarke & Company's Reputation Management division. Since joining Clarke in 1986, he has crafted and implemented hundreds of crisis response programs and public affairs strategies for the firm's varied clients. Lynn boasts particular expertise in managing corporate and financial crises. Before Clarke & Company, Lynn spent 15 years in the newspaper business with the last five years as a business and financial editor at *The Boston Herald*. Lynn formerly was an adjunct professor at Boston University School of Communication and has served as a guest lecturer at Harvard Business School, the Boston College Graduate School of Business and Emerson College. He is a graduate of Iowa State University.



Dr. Shashi Kumar is a Professor and Dean of the Loeb-Sullivan School of International Business and Logistics at Maine Maritime Academy. His areas of teaching include International Business, International Logistics, International Transportation, Managerial Economics and Transportation Economics and Policies. He is a licensed Master Mariner (UK), and has a M.S. degree in Maritime (Business) Management from the Maine Maritime Academy, and a Ph.D. degree in Maritime Economics from the University of Wales, United Kingdom.

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. He 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 journal *Energy Policy*.

Richard A. Norman is Founder and Partner of Essex Hydro Associates, a developer and operator of nine small-scale hydroelectric projects regulated by the U.S. Federal Energy Regulatory Commission. He also serves as Vice President and Treasurer of Honeoye Storage Corporation where he actively directs the construction, financing, and operations of this underground gas storage company in New York State. Mr. Norman has held energy project management positions at the Cabot Corporation, J. Makowski Associates, Inc., and Oxford Energy, Inc. He has served as Special Assistant to the United States Assistant Secretary of Commerce for Maritime Affairs, advising on a program to construct LNG tankers, and has been active in the development of gas-fired cogeneration projects, LNG facilities, and underground gas storage projects. Mr. Norman graduated from the U.S. Naval Academy, after which he served as an officer in the nuclear submarine fleet for seven years. He then received the MBA degree from Harvard Business School.



Robert E. Ryan, the former Chief Executive Officer of McBer and Company in Boston, is a management consultant who works with corporations to increase individual and group effectiveness and performance. The primary focus of his work is improving leadership through coaching, assessment and selection, and the design and implementation of leadership development systems. Mr. Ryan's clients include Mobil Oil Corporation, General Electric, Rohm and Haas and Texas Instruments, both domestically and internationally. He received both his B.S. and M.S. degrees from Boston College.

Jennifer Sheehy is Managing Director of Clarke & Company's Crisis Communication Center, one of the few centers dedicated to delivering crisis response, planning and training services to clients throughout North America and abroad. Jenn is nationally recognized as an expert in the development of crisis communication plans and simulation exercises for multiple and single-site client facilities and has directed crisis response efforts for clients in numerous industry sectors including but not limited to health-care, energy and the environment, manufacturing, education, financial services, and food processing and packaging. A sought after speaker on crisis communications, she is interviewed regularly on crisis issues by national publications and broadcast outlets. She received a bachelor's degree in American Civilization from Brown University.

Watch our 2004
Program Overview at:
www.ihrdc.com/video

Robert W. Taylor is Director of International Business Development for IHRDC. He joined the company in 1999 to coordinate worldwide sales and oversee business development in Asia Pacific and West Africa. He has spent his full professional career in operations management, international sales and business development for petroleum related service companies, beginning with Otis Engineering in the United States and then progressing through positions of increasing responsibility in Saudi Arabia, Kuwait, Indonesia, Norway, Oman and United Arab Emirates. With the merger of Dresser Industries and Halliburton Company, he completed his tenure with Halliburton as their Manager of Business Development, Eastern Hemisphere. Mr. Taylor holds a B.S. degree in Mechanical Engineering from the University of Kentucky and is a long term member of The Society of Petroleum Engineers. He has published numerous articles in energy industry periodicals.



Dr. Ir. J.P. Visser formerly the Manager of Health, Safety and the Environment for Shell International E&P, in The Hague, and Chairman of the Shell Group HSE Committee, is currently consulting on HSE management. He was with Shell for 27 years where he played a major role in the development of Health, Safety and Environment (HSE) Management Systems. His involvement with the Society of Petroleum Engineers (SPE) included chairing program committees of several conferences on HSE. Currently he advises companies and governments on HSE and sustainable development, is member of the Netherlands Transportation Safety Board and of the Health Council, and is involved in a number of academic programs. He received a Master of Engineering degree from Technical University Delft, and a Ph.D. degree in Chemistry from the University of Pittsburgh.

Dr. Kermitt Walrond is Deputy Chairman of the Board of Directors of Neal & Massy Energy Company in Trinidad & Tobago and Chairman of the Board of Directors of NM Wood Group Ltd. He also serves as Special Advisor to the Board of Governors of the Trinidad & Tobago Institute of Technology. Prior to joining Neal & Massy in 2000, he has had 28 years of international service with British Petroleum, 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.Sc. (Honors) from the University of Birmingham, United Kingdom, and the MS and PhD 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).



“The speakers and IHRDC support staff were all of a high caliber and very professional!”

–2003 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 registration by courier, fax or e-mail. The confirmation will include complete details regarding course location, a visa invitation letter, hotel request form and invoice.

Fees

All fees are listed in US dollars. Payment should be made by wire transfer, credit card or by check in US funds drawn on a US 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 2:00pm. Additionally, airports require at least a two-hour advance check-in.

Discounts

IHRDC is pleased to offer discounts for enrollments of five or more participants from the same company in one program. Please contact the Registrar for the exact discount rate available at: mgmt.programs@ihrdc.com.

Enroll online at:
www.ihrdc.com

ENROLLMENT FORM

- 1. REGISTRATION FEES:** ONE-WEEK: US\$3,500 THREE-WEEKS: US\$9,800
TWO-WEEKS: US\$6,600 FULL PROGRAM: US\$12,400

The **Registration Fee** includes instruction, instructional materials, receptions, continental breakfast and lunch during the session days, weekend bus trips and miscellaneous conference expenses.

I would like to enroll in the following program(s):

- International Petroleum Management Certificate Program**
 Full Program: September 13–October 8, 2004
 Unit One: September 13–17, 2004 Unit Three: September 27–October 1, 2004
 Unit Two: September 20–24, 2004 Unit Four: October 4–8, 2004

In addition, I would like to receive a brochure on the following 2004 program(s):

- International Gas Business Management Certificate Program** First Offering: May 10–21
Second Offering: October 4–15
- Petrochemicals, Refining and Gas Processing Business:**
Industry Fundamentals and Integration Benefits May 24–28
- Essential Skills for International Oil and Gas Managers and Supervisors** June 7–18
Strategic Planning, HR Management and Effective Business Communications June 7–11
Essential Negotiation and Leadership Skills for Oil and Gas Managers June 14–18
- Commercializing International Oil, Gas and Power Projects** June 7–18
Financial and Risk Analysis of Oil, Gas and Power Projects June 7–11
Commercializing Energy Projects June 14–18

2. Enrollment Information: (Please print clearly.)

Name _____
Title _____
Company _____
Address _____

Tel _____ Fax _____

E-mail _____

3. Payment Method:

- Fee Enclosed Please Invoice (Send to the attention of:) _____
- Mastercard Visa American Express Discover
- Card Number _____ Exp. Date _____
- Signature of Cardholder _____

Payment/Substitutions/Cancellations

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- 4.** Please FAX or Mail this form to: IHRDC Management Programs, 535 Boylston Street, Boston, MA 02116 USA
Tel: (617) 536-0202 • Fax: (617) 536-4396 or (617) 247-6669 • E-mail: registrar@ihrdc.com
Registration may also be made online at: www.ihrdc.com

IHRDC CORPORATE OFFICES

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Email: amsterdam@ihrdc.com

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please visit our website at:
www.ihrdc.com

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For more information,
please visit our website at:
www.ihrdc.com