WHO SHOULD ATTEND
This program is intended for managers in the oil and gas industry, including exploration, production, refinery and petrochemical operations, marketing, law, human resources, accounting, and finance. More than 1,700 managers have taken this program, including individuals who hold very senior positions in the oil and gas industry.

INSTRUCTORS
David A. T. Donachie, PhD, JD
Edan Adler, PhD
Charles Brankman, PhD
Shashi Kumar, PhD
Marshall E. Frank, BS
Michael Lynch, MS
Skip Maryan, JD
Y. Serdar Dogulu, PhD
Laura Varela, MS Eng
Robert W. Taylor, MS
Phil Snaith, MBA
Jack A. Slotnick, CPEA
Kris Ramanadhan, PhD
Robert Meyer, MA

UNIT ONE: SEPTEMBER 10 – 14, 2018
OVERVIEW OF THE ENERGY INDUSTRY
Overview of the Energy Industry
Oil and gas measurements and units, the value chain, market structures, world oil and gas economics, major players, evolution of the integrated oil and gas business.

UNIT TWO: SEPTEMBER 17 – 21, 2018
Worldwide Petroleum Economics
Worldwide energy supply, demand, reserves, pricing, corporate strategy, recent history and prediction of future trends, how petroleum economics make predictions.

IHRDC Management Certificate Program
This program consists of three units: US$ 12,500

LEARN MORE OR REGISTER FOR PROGRAMS AT www.ihrdc.com
**UNIT THREE**

**PETROLEUM PROJECT DEVELOPMENT**

**SEPTEMBER 24 – 28, 2018**

The Process of Commercializing Energy Projects

Key steps in the formation and commercialization of an energy project – from opportunity to accomplishment: screening and feasibility analysis; design and development; project agreement; preparing required financial projections; risk analysis and risk management; project management; project definition; resource scheduling; cost estimating; project control; cost engineering; detailed engineering; procurement; construction 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: Diversifying the Southern 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 and tolerance; due diligence, accountability, liability, integrated health, safety, and environmental management systems, international standards, ISO 14001 certification, EMAS verification, audits, reporting, and assurance to stakeholders.

Petroleum Law

Key legal issues in petroleum management, transportation, and international oil and gas law; the role of law in commercial transactions; role of the attorney; commercial relationships; host country agreements and government relations; joint ventures 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.

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 process at the wholesale and retail markets and the retail markets; the use of the Balanced Scorecard and the fundamentals to this process.

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.

**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. Marketing and Refining Division of a Major Oil Company.

- Key legal issues in petroleum management, transportation, and international oil and gas law; the role of law in commercial transactions; 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.

**THE NEGOTIATION PROCESS WILL INCLUDE THE FOLLOWING SESSIONS:**

- **Step One:** Discover the Underlying Interests of the Parties
- **Step Two:** Generate Options to a Negotiated Settlement
- **Step Three:** Identify and Use Alternative Standards
- **Step Four:** Deal with People Problems
- **Step Five:** Generate Alternatives to a Negotiated Settlement
- **Step Six:** Reach Closure

**“Great program! It was useful for understanding technical things and deepening knowledge of commercial aspects.”**

– Participant

**UNIT FOUR**

**KEY SKILLS FOR THE PETROLEUM MANAGER**

**OCTOBER 1 – 5, 2018**

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

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**ESSENTIAL NEGOTIATION SKILLS: A PROCESS FOR POSITIVE RESULTS**

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

**THE NEGOTIATION PROCESS WILL INCLUDE THE FOLLOWING SESSIONS:**

- **Step One:** Discover the Underlying Interests of the Parties
- **Step Two:** Generate Options to a Negotiated Settlement
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**“Great program! It was useful for understanding technical things and deepening knowledge of commercial aspects.”**

– Participant