The courses in these disciplines are ideal for business development, finance, or support groups for operating companies and service companies, as well as technical staff, engineers, geoscientists, and any staff who will be tying technical activities to reflect financial performance.

The following instructors have been selected and approved by the PetroSkills Curriculum Network:

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<th>Project Mgmt.</th>
<th>Supply Chain</th>
<th>Professional Development</th>
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Introduction to Petroleum Business – IPB

BASIC 3-Day

Creation of shareholder value should be at the heart of every business decision. This course is designed for technical professionals in the oil and gas industry who want to understand the nature of the petroleum business and thereby contribute to the financial success of their company. The course will introduce delegates to the structure of the petroleum business, including supply and demand, how oil companies are organized and financed, and what it takes to be financially successful. Success will be explored through an understanding of how we calculate long-term shareholder value both at the corporate and project level as well as the valuation of competitive advantage and incorporation of risk assessment in our models. Delegates will be introduced to the primary accounting financial statements and what they tell us about a company. Common accounting and economic terms and metrics will be reviewed. Participants should bring a PC with excel software to complete exercises.

DESIGNED FOR

Engineers, geologists, geophysicists, landmen, HR and other non-finance and accounting professionals who need an introduction to the business aspects of the petroleum industry and how you including the interplay of finance and economic evaluation in the creation of long-term shareholder value.

YOU WILL LEARN

• How the petroleum business is structured and capital is raised
• What is shareholder value and how it is created
• The critical importance of seeking competitive advantage
• Economic and accounting terminology
• How to make an economic valuation of an investment and assess its competitive advantage
• How value creation impacts share price
• How shareholder value is measured
• What is risk and how it is assessed in economic evaluations

COURSE CONTENT

The importance of creating value for shareholders • History and characteristics of the oil and gas business • Introduction to Economic Evaluation including Net Present Value, Internal Rate of Return, and risk • Introduction to the key accounting financial statements and terms • The need for competitive advantage and how it is measured
• How to develop spreadsheets to conduct economic evaluations

Basic Petroleum Economics – BEC3

BASIC 3-Day

Could you answer the following three questions for your next project? What will it cost? What is it worth? Will it earn sufficient profit? Before undertaking any project, these questions should be answered, and this course will provide the fundamentals necessary to enable you to do so. Contractual arrangements, which also significantly impact the economic viability of a project, are covered. Participants practice cash flow techniques for economic evaluations and investigate frequently encountered situations. Each participant will receive Economics of Worldwide Petroleum Production, written specifically for PetroSkills courses.

DESIGNED FOR

Managers, engineers, explorationists, field accounting supervisors and other personnel who need to develop or improve their skill and understanding of basic economic analysis and profitability of petroleum exploration and production.

YOU WILL LEARN

• How to evaluate the economic viability of a project
• Cash flow techniques applicable in economic evaluations
• How to use economic criteria to choose investments
• Models to weigh risk and uncertainty

COURSE CONTENT

Forecasting oil production • Defining: “reserves”, operating expenses, capital expenditures, inflation, factors affecting oil and gas prices • Cash flow techniques • Economic criteria: interest, hurdle rate, time value of money, selection, ranking criteria • Risk, uncertainty; types of risk, mathematical techniques, probabilistic models, uncertainty in economic analysis • Tips on economic factors in computer spreadsheet analysis • Ethics in economic analyses

Basic Petroleum Economics – BEC

BASIC 3-Day

Could you answer the following three questions for your next project? What will it cost? What is it worth? Will it earn sufficient profit? Before undertaking any project, these questions should be answered. This course will provide the fundamentals necessary to enable you to do so.

COURSE CONTENT

Models to weigh risk and uncertainty • Techniques to determine expected value • The effect finance, budgeting, and contractual agreements have on a project • The basic principles of accounting

YOU WILL LEARN

• How to evaluate the economic viability of a project
• Cash flow techniques applicable in economic evaluations

Expanded Basic Petroleum Economics – BEC

BASIC 5-Day

Could you answer the following three questions for your next project? What will it cost? What is it worth? Will it earn sufficient profit? Before undertaking any project, these questions should be answered. This course will provide the fundamentals necessary to enable you to do so.

COURSE CONTENT

Forecasting oil production • Defining: reserves, operating expenses, capital expenditures, inflation, factors affecting oil and gas prices • Cash flow techniques • Economic criteria: interest, hurdle rate, time value of money, selection, ranking criteria • Risk, uncertainty; types of risk, mathematical techniques, probabilistic models, uncertainty in economic analysis • Tips on economic factors in computer spreadsheet analysis • Ethics in economic analyses

YOU WILL LEARN

• How to evaluate the economic viability of a project
• Cash flow techniques applicable in economic evaluations
• How to use economic criteria to choose investments
• Models to weigh risk and uncertainty

Managing Non-Technical Risks – MNTR

BASIC 4-Day

Non-technical or societal risks have become the main source of business delays and budget overruns in the oil and gas industry. Non-technical risks typically are related to political, regulatory, health, safety, security, environmental, and social issues. Mitigation requires good external awareness and stakeholder engagement skills, but also the willingness of technical and commercial teams to work closely together with the non-technical disciplines to accommodate non-technical perspectives in project designs and plans. This course looks at both the internal and the external challenges that a company may face related to stakeholder engagement. On the external side, we look at current trends in western and non-western societies, we study key stakeholder groups, in particular those seen as ‘difficult to deal with’, and then cover the practicalities of creating and maintaining effective relationships. However, a company will not be effective in its response to the external world if it is not well organized internally. Therefore, this course will also look at processes and tools to ensure internal alignment and cooperation with the aim to link external perspectives to business decision making. A key methodology is the quantification of non-technical risks because it helps prioritize and focusing of resources and mitigating activities.

DESIGNED FOR

All oil and gas business professionals who are directly or indirectly involved in the management of non-technical risks. Specifically, managers with accountability for business delivery, that is, projects or operations; managers of technical and commercial teams that support projects or operations; and professionals in Health, Safety, Security & Social Responsibility; Government Relations; and Communications.

YOU WILL LEARN

• About important trends in the relationship between business and society
• To make the business case for active management of non-technical risks
• Essential concepts of stakeholder engagement, including dealing with activist stakeholders
• How to set up the internal structure and collaboration model to respond effectively to the external world
• How to apply the tools to identify, assess, quantify, and mitigate non-technical risks
• How to integrate non-technical risks into business decision-making processes

COURSE CONTENT

Trends in western and non-western societies affecting oil and gas companies • The business impact of non-technical risks: the case for action • An overview of modern stakeholder engagement models • Methods to deal with NGO’s, activist investors, and communities • Insight in the power and limitations of multi-stakeholder initiatives • Leave with a blueprint for implementation in your own company • and more...

2019 Schedule and Tuition (USD)

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All classes available at your location. Contact us today.

+1.918.828.2500 | petroskills.com | +1.800.821.5933 (toll free North America)
Economics of Worldwide Petroleum Production – EWP

FOUNDATION 5-Day

In the area of corporate and international petroleum production, do you know how to choose the best investments? Can you properly evaluate investment opportunities? Do you know what investment criteria really mean and in which criteria to use for best results? Answers to these questions will greatly improve your ability to make profitable decisions. Techniques for predicting profit, production, operating costs, and cash flow enable the analyst to evaluate decision alternatives for optimum results. Understanding cost of capital, financial structure, risk and uncertainty, present worth, rate of return, and other economic yardsticks enhances the quality and the value of economic analysis. Discussion of real-life examples with participants from many different countries enhances the value of the course.

DESIGNED FOR
Managers, supervisors, and operating personnel concerned with costs, profitability, budgets, the company bottom line and other aspects of economic analysis of petroleum production on a project, corporate, and worldwide basis, who have had some previous experience in this area. Due to similarity in content, PetroSkills recommends that participants take this course if they have some previous experience in this field as the course content is more advanced than Expanded Basic Petroleum Economics. Take one or the other, but not both courses.

YOU WILL LEARN HOW TO
• Use cash flow techniques in economic evaluations
• Evaluate and choose investment opportunities
• Use models to weigh risk and uncertainty
• Evaluate decision alternatives using predictive techniques
• Evaluate how projects effect the corporation

COURSE CONTENT
• Pricing: natural gas, marker crude, OPEC, spot and futures markets, transportation
• Production rate: mathematical models
• Cash flow: revenue, capital and operating costs, spreadsheets exercises
• Economic evaluation: present value concepts, sensitivity and risk analysis, decision trees, royalty, sources of capital, incremental economics, sunk costs, inflation
• Budgeting: examples and exercises, long-range planning
• Cash versus written off decision: depreciation, depletion, and amortization
• How to read an annual report: statements, ratios, what is and is not amortizable

Petroleum Risk and Decision Analysis – PRD

FOUNDATION 5-Day

Good technical and business decisions are based on competent analysis of project costs, benefits and risks. Participants learn the decision analysis process and foundation concepts so they can actively participate in multi-discipline evaluation teams. The focus is on designing and solving decision models. About half the problems relate to exploration. The methods apply to R&D, risk management, and all capital investment decisions. Probability distributions express professional judgments about risks and uncertainties and are carried through the calculations. Decision tree and influence diagrams provide clear communications and the basis for valuing each alternative. The complementary Monte Carlo simulation technique is experienced in detail in a hand-calculation exercise. Project modeling fundamentals and basic probability concepts provide the foundation for the calculations. The mathematics is straightforward and mostly involves only common algebra. This is a fast-paced course and recommended for those with strong English listening skills. This course is intended as the prerequisite for the Advanced Decision Analysis with Portfolio and Project Modeling course.

DESIGNED FOR
Geologists, engineers, geophysicists, managers, team leaders, economists, and planners.

YOU WILL LEARN HOW TO
• Describe the elements of the decision analysis process and the respective roles of management and the analysis team
• Express and interpret judgments about risks and uncertainties as probability distributions and popular statistics
• Represent discrete risk events in Venn diagrams, probability trees, and joint probability tables
• Solve for expected values with decision trees, payoff tables, and Monte Carlo simulation (hand calculations)
• Craft and solve decision models
• Evaluate investment and design alternatives with decision tree analysis
• Develop and solve decision trees for value of information (VOI) problems

COURSE CONTENT
Decision Tree Analysis: decision models, value of information (a key problem type emphasized in the course), flexibility and control, project threats and opportunities • Monte Carlo Simulation: Latin hypercube sampling, portfolio problems, optimization, advantages and limitations • Decision Criteria and Policy: value measures, multiple objectives, HSE, capital constraint, risk aversion • Modeling the Decision: influence diagrams, sensitivity analysis, modeling correlations, Basic Probability and Statistics: four fundamental rules including Bayes’ rule (the easy way), calibration and eliciting judgments, choosing distribution types, common misconceptions about probability • Evaluating a multi-pay-posses (team exercise), and more

Advanced Decision Analysis with Portfolio and Project Modeling – ADA

SPECIALIZED 5-Day

Quality forecasts and evaluations depend upon well-designed project and portfolio models that are based upon clear decision policy, sound professional judgments, and a good decision process. In this course participants learn to build good models. We use the familiar Microsoft Excel spreadsheet as the platform for project and risk assessment models. Add-in software provides Monte Carlo and decision tree capabilities. The course emphasis is on the evaluation concepts and techniques, rather than particular software programs.

DESIGNED FOR
Evaluation engineers, analysts, managers, planners, and economists. This course is intended for professionals involved with developing project evaluation, portfolio, and other forecasting and assessment models. Prior background in decision analysis is expected. Before registering, please visit http://www.decisionapplications.com/ada-pre-read to review a course prerequisites list and to take a short self-assessment quiz. You may login using ‘ada’ (no quotes) as the password.

YOU WILL LEARN HOW TO
• Frame, build, and evaluate decision models and extract key insights
• Apply the exponential utility function for low risk policy
• Design investment portfolio optimization models that include constraints, requirements, and typical interrelationships between projects
• Use decision tree software for value of imperfect information analysis
• Use Monte Carlo simulation software with optimization
• Develop quality Excel models for projects and portfolios

COURSE CONTENT
Decision Modeling: application of OA process for modeling; influence diagrams; judgments and biases; sampling error bias; sensitivity analysis; documentation and good modeling practices; real options overview • Monte Carlo Simulation: multi-pay prospect risk (similar to decision analysis); calculating probabilities and distributions with simulation; modeling and optimizing investment portfolios; valued adding control and flexibility, stopping rules; ways to model correlation • Decision Tree Analysis: value of information analysis, sensitivity analysis; solving with utility for risk aversion • Decision Policy: portfolio optimization to maximize economic value; efficient frontiers; multi-criteria decision analysis; risk policy as a utility function; calculating expected utility and certain equivalent; insurance and hedging; optimizing working interests • Implementation: eliciting a decision maker’s or organization’s preferences for trade-offs among objectives, time value, and risk attitude; decision analysis presentation agendas and formats; special topics from the instructor’s own research and experience

Cost Management – CM

FOUNDATION 5-Day

Few problems threaten the petroleum businesses more than uncontrolled costs. Economic realities have made it necessary for most companies to operate with a “lean and mean” philosophy. As the petroleum products fluctuates widely, the most vulnerable companies are those that are ineffective in understanding and managing their costs. The ability to properly manage costs is now paramount in a company’s success and even their ultimate survival. As the energy industry goes through its most monumental changes since the 1970s, the companies that can identify efficiencies and inefficiencies will be able to react to the challenges of the global market place, thus generating higher profits. This seminar is an introduction to Practical Cost Management techniques designed to help the participant better understand the underlying dynamics of cost using recent events and trends, using relevant exercises, timely case studies and role-playing techniques.

DESIGNED FOR
Operating managers, field personnel, project managers, technology managers, budget managers, or anyone wanting to manage costs more efficiently and effectively. A familiarity with finance is helpful but not required.

YOU WILL LEARN HOW TO
• Understand the different cost classifications and cost drivers
• Determine and monitor the behavior of costs
• Build your own activity dictionary
• Understand the principles of Activity Based Cost Management (ABC) and its development and implementation
• Analyze capital projects using the proper tools and techniques
• Manage and not mismanage costs
• Develop tools to use for managing costs
• Evaluate costs for effectiveness

COURSE CONTENT
Defining costs, classifications and terminology for an E&P company • Determining cost objects, cost drivers and their behaviors • Analyzing different types of cost management systems • Using Activities Based Management (ABM) to monitor costs and processes • Building and using an activity dictionary • Using value added costs versus non-value added costs for improvement • Distinguishing between cost effectiveness and cost efficiencies • Developing productivity measurements that work • Operating Cost Management using the budgets efficiently and effectively • Using GAP analysis in measuring productivity of costs • Support departments cost allocations • Determining the break-even cost and volumes • Using variance analysis budget for monitoring performance • Optimizing the supply chain • Developing and analyzing capital investment projects Replace versus maintain • Lifecycle Costing • Using different scenarios to more effectively manage costs • Performance • Measurement using capacity management techniques
**Petroleum Finance and Accounting Principles – PFA**

**FOUNDATION 5-Day**

Making the most efficient use of your resources is critical to the success of any company. Finance and accounting comprise the universal business language and help you manage those resources effectively. Planning and decision making that occur in an informal financial context permit better application of resources and promote competitive advantage. The aim of this course is to improve delegates’ job performance by enhancing their understanding of current international practices in finance and accounting within the E&P industry. The latest issues are discussed.

**DESIGNED FOR**
Personnel new to the oil and gas accounting industry - accounting, finance, or economists, others desiring to understand or refresh their knowledge of basic petroleum accounting concepts, financial personnel needing to understand unique issues as they relate to the petroleum industry, and technical or asset team members looking for the basic concepts of accounting and finance. Participants are encouraged to bring their company’s financial reports. This course may qualify for up to 34 hours of CPE for US CPAs.

**YOU WILL LEARN HOW TO**
- Understand financial reporting requirements for oil and gas companies under IFRS and U.S. GAAP
- Apply basic concepts and terminology for accounting and finance in oil and gas
- Create accounting statements, including a cash flow statement from data accumulation to audited financial statements
- Distinguish between the different financial statements and their roles
- Distinguish between financial, managerial, and contract (joint operations) accounting
- Recognize the different oil and gas accounting methods
- Determine the difference between profits and cash flow
- Apply capitalization rules and depreciation methods
- Recognize accounting treatments of joint ventures such as Production Sharing Agreements
- Evaluate capitalized assets using a ceiling-test
- Read and understand those confusing footnotes
- Prepare, read, and use the disclosures for oil and gas companies
- Recognize how accounting decisions can affect earnings, cash flows, and operational decisions
- Calculate, understand, and analyze financial reports and basic oil and gas ratios

**COURSE CONTENT**
Getting started: financial terms and definitions, the language of business; accounting rules, standards, and policies; Constructing the basic financial statements; Classifying revenues, assets, liabilities, and equity; Comparing different accounting elements; Accounting for joint operations; Accounting and reporting

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**Petroleum Finance and Accounting Principles – IOG**

**FUNDAMENTAL 5-Day**

International petroleum transactions occur within a complex legal environment that limits what petroleum companies, host governments and service companies can do, and interprets and enforces many of their promises. Petroleum professionals often lack the broad understanding of what makes up this legal environment and how it can have an impact on their work. This course is designed to give participants a basic understanding of the legal fundamentals that make their international transactions work, including the principles that apply to interpreting and enforcing their agreements, the procedures for resolving their disputes, addressing interpretational issues posed by common contract provisions, and avoiding liability under environmental and bribery laws. The course will teach participants to confidently identify potential legal problems, and address them before they become serious, and facilitate the smooth interaction between oil and gas professionals, host government representatives, and their lawyers.

**DESIGNED FOR**
Petroleum managers who deal with international oil and gas legal matters in the course of their business, and legal professionals with little formal, specialized training in oil and gas law, but expect to deal with international oil and gas law matters.

**YOU WILL LEARN HOW TO**
- Recognize differences between international legal systems and transactions
- Understand legal fundamentals behind international transactions

**COURSE CONTENT**
Law governing international petroleum transactions (including significant differences between various national legal systems, and the sources, principles, and limits of international law as applied to petroleum transactions) • Interpretation and enforcement of treaties and private contracts • Effects of international trade (and producing country) agreements such as the E.U., NAFTA, Mercosur, and OPEC • Dispute resolution approaches, including litigation and arbitration • Procedures under and enforcement of common arbitration provisions • Legal defenses available to foreign companies, states, and state-owned or connected entities, and recognition and enforcement of judgments and arbitration awards • Basic legal concepts of ownership of mineral rights (onshore, offshore, and deep sea bed) • Expropriation and compensation issues • State-owned entities and privatization • Laws bearing on development rights • Legal and international issues of common contract provisions • Interpretation issues for service contracts • Transfer and protection of technology and privatization • Environmental protection laws • Criminal and civil liability for oil spills • Indemnification and guaranty issues • Bribery laws • Marketing and transportation • Petroleum futures

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**Petroleum Finance and Accounting Principles – IPC**

**INTERMEDIATE 5-Day**

You will learn the philosophy, evolution, and fundamentals of international petroleum contracts and have an opportunity to see how each of these actually works. You will take part in life-like negotiating sessions mastering many negotiating techniques, where a mistake is a learning experience not a disaster. As you prepare for each session, you use a computerized economic model to assess the values of contract terms. This enables improved planning of negotiating strategies to achieve the desired goals by parties on both sides of the negotiating table. The classes include participants from both national oil companies and foreign contractors, which adds further realism to the exercises. Host governments and outside contractors are on opposite sides of the negotiating table, but they are not adversaries. A win-win business arrangement should be the objective of both parties, as a signed contract makes them partners. A viable contract cannot be negotiated without an effective understanding of the underlying economics. Negotiating strategies will determine contractual terms ultimately defining the economic benefits to be realized. Concessions and production sharing agreements are two of the contract types to be evaluated. Each participant receives a disk copy of the spreadsheets used in the negotiation workshop and a manual, which explains the fundamental principles of E&P contracts, presents examples of economic analysis, and includes a model contact.

**DESIGNED FOR**
Exploration and production managers, national oil company managers, government representatives, and others in the oil industry who expect to be involved in negotiating, administering, reviewing, managing, directing, and overseeing international exploration and production contracts between host governments and outside contractors.

**YOU WILL LEARN HOW TO**
- Distinguish between different types of contracts
- Understand the economics terms of an E&P contract
- Determine the economic value of various contract terms
- Negotiate and assess the value of contractual terms

**COURSE CONTENT**
Types of international petroleum contracts • Important principles and terms in all contracts • Host governments and contractors contract objectives • Specific features of different types of contracts; dividing the production • Outline of a typical contract for E&P • Contract operating issues • Funding petroleum development programs • How the contractor is paid • Contractor’s risk • Contract economics • Non-financial issues • Analysis of contract provisions • Model contract • Natural gas production under international contracts • Negotiations workshop • Ethics in international petroleum operations

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**Petroleum Finance and Accounting Principles – STT**

**SPECIALIZED 3-Day**

This course is a hands-on case-based course focused on enhancing strategic thinking capabilities of decision makers in the oil and gas industry including those responsible for building and sustaining successful strategic plans. Participants are presented with several strategic tools for analyzing different aspects of the petroleum business from both a macro and micro perspective. There is a major emphasis on understanding how the petroleum industry has developed over the last 150 years including both successful and unsuccessful strategies that were used. This provides a basis for evaluating game changers that are now transforming the industry and positioning our businesses to maximize shareholder value. Case studies during this course provide opportunities for individualized and team-based learning. Teaching approach follows an iterative process of interactive discussions, application of materials, discussion of results, and re-application of materials to new contexts.

**DESIGNED FOR**
Geologists, geophysicists, engineers, managers, and executives responsible for defining, assessing, and developing business alternatives and strategy in the petroleum industry.

**YOU WILL LEARN HOW TO**
- Summarize, present, and discuss strategic management topics and issues
- Determine the factors that influence organizational change and their level of strategic thinking
- Identify, understand, analyze, and evaluate the strategies of their own units/divisions and other businesses in light of current and potential game changers
- Describe, apply, draw, and defend conclusions from strategic analysis tools

**COURSE CONTENT**
Review of the history of strategic thinking • Assessment of the petroleum industry from a strategic perspective as a supplier of energy • Understanding of how the industry responded strategically to historical events and what are the game changers that are now framing its future • STEEPLE framework • Michael Porter’s value chain analysis • Competitive Advantage: defined theoretically and quantitatively • SWOT (strengths, weaknesses, opportunities, threats) analysis • Strategic thinking as a craft • Scenario analysis and planning • Six sigma • Boston Consulting Group (BCG) growth share matrix • Personal application of strategic thinking

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**2019 Schedule and Tuition (USD)**

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See website for dates and locations.

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**2019 Schedule and Tuition (USD)**

<table>
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<tr>
<th>Location</th>
<th>Dates</th>
<th>Price</th>
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<tbody>
<tr>
<td>HOUSTON, US</td>
<td>11-13 NOV</td>
<td>$3365</td>
</tr>
</tbody>
</table>

All classes available at your location. Contact us today. +1.918.828.2500 petroskills.com | +1.800.821.5933 (toll free North America)
Contracts and Tenders Fundamentals – SC41

FOUNDATION 3-Day
This three-day course is designed to help companies award the right contracts to the best providers. Contracting involves many roles that must work together to negotiate, document, and ensure a reliable supply of goods and services for capital projects and ongoing operations. Everyone involved in contracting with suppliers and service providers must understand the entire process, the keys to success, and what is required of their role if contracts are to be effective in managing supply risks. Materials and exercises in this course are specifically built around oil and gas industry issues.

DESIGNED FOR Individuals involved in any aspect of sourcing, tendering, selecting, forming, and executing contracts with suppliers of goods and services to the oil and gas industry. Included are project technical roles such as facilities engineers, drilling engineers, project engineers, commissioning engineers, contract engineers, and planning engineers.

YOU WILL LEARN
• How to better manage project and legal risks with the contracting process
• How to successfully manage disputes and contract performance issues

2019 Schedule and Tuition (USD)
HOUSTON, US 16-18 SEP $2345

Effective Materials Management – SC42

FOUNDATION 3-Day
This three-day course covers practical considerations essential to achieve major improvements in planning, buying, storing, and disposing of the vast array of materials and spare parts needed in the oil and gas industry. Evolving best practices by major oil and gas companies are explored under three inter-related modules - inventory management, warehousing, and investment recovery.

DESIGNED FOR Professional and management personnel who have responsibility for materials, spare parts, and supplies needed to support any refinery, gas plant, offshore/oilfield production, or other industry operations.

YOU WILL LEARN
• How to provide better customer service for long lead or critical materials and spare parts essential to the success of any well field operation, offshore platform, refinery, gas plant, or chemical processing facility
• How to establish the best methods of inventory analysis and create performance measures for min/max and order point systems
• How to use supplier stocking programs, consigned inventory, and integrated supply agreements

Inside Procurement in Oil and Gas – SC61

INTERMEDIATE 3-Day
This course will expand the industry understanding of supply chain professionals and increase their value-added in a global, fast-changing environment. Participants will learn what each industry segment requires from procurement and be given insights to maximize value delivery and increase their contribution. The course includes an online, interactive forum with the instructor, and pre-read materials designed to familiarize course attendees with relevant issues. Attendees will leave better prepared to create and support procurement strategies that meet stakeholder needs, whether for projects or operations support.

DESIGNED FOR Supply chain professionals with 2-7 years’ experience either inside or outside the oil and gas arena. The course is for anyone who needs a better understanding of procurement value creation in the oil and gas industry and includes buyers, procurement specialists, logistics specialists, business analysts, team leaders, project managers, commodity managers, materials managers, and new sourcing specialists or category managers.

YOU WILL LEARN
• How industry is structured, including host country and strategic relationships
• Business drivers and interface issues to be supported by procurement
• The role of industry economics in dictating procurement award and deep practices in cost management
• Industry global compliance needs and how procurement can add value
• How the industry is modeled in the E&P (upstream), midstream, and downstream value chains
• The E&P Asset Management Cycle and Total Cost of Ownership concepts
• Characteristics of supply markets to oil and gas and the emphasis on market intelligence practices and managing supply risks
• What constitutes effective procurement/ supply chain metrics for performance improvement
• Procurement challenges unique to the industry

COURSE CONTENT Industry overview for procurement including host country and strategic relationships • Key business drivers and interface issues between projects (CAPEX) and operations (OPEX)
• Procurement’s role in oil and gas value chain management • Upstream, midstream, and downstream • E&P asset management cycle and total cost of ownership • Economics of oil and gas that drive procurement value creation • Industry regulatory and contractor safety compliance issues • Industry market intelligence practices in procurement • Industry spend analysis characteristics and strategies • Creating industry category management (sector) strategies • Key procurement and supplier performance metrics • Trends in global sourcing and local content requirements • Oil and gas law and global contracting risks • Influence of e-Commerce and eProcurement initiatives in oil and gas

2019 Schedule and Tuition (USD)
HOUSTON, US 8-10 JULY $3385

Strategic Procurement and Supply Management in the Oil and Gas Industry – SC62

INTERMEDIATE 3-Day
The development and implementation of carefully crafted strategies for the procurement of all goods, equipment, materials, and services has become a critical issue for all those in the oil and gas industry wishing to reduce operating cost while improving quality and productivity. This program explores key concepts forming the basis of strategic supply management, and moves today’s supply management organization from its typical tactical focus to the strategic focus needed to successfully implement the processes and methods needed to reach world-class performance.

DESIGNED FOR Managers and professionals in supply management, procurement, purchasing, contracts, materials, inventory control, projects, maintenance operations, and all other professionals interested in lowering total cost and increasing productivity and profit contributions from better supply management operations.

YOU WILL LEARN
• Stages to world class supply management
• Skill sets in supply management
• Organizing the spend profile
• Greater abilities in leading continuous improvement programs
• Ways in dealing with economic uncertainties
• Questions for internal surveys to enhance purchasing performance
• How to develop a “Purchasing Coding System”

COURSE CONTENT Stages to world class supply management • Change and becoming more strategic • Supply management skill sets • Defining supply management • Examples of job descriptions for supply management • Developing the spend profile • Creating time to be strategic • The ABC (Pareto) analysis and what to do with it • Material/services purchasing code development • Elements of cost that make up the price • Developing “should cost” • Producer price indexes • Requesting supplier’s cost and pricing maps • Dealing with economic uncertainties • When, where, and how to use “Economic Price Adjustment” clauses • Internal surveys to improve purchasing performance • Total cost of ownership concepts • Cost containment methods • Cost reductions and cost containment • Savings reporting procedure • Developing purchased materials/services strategic plans • Developing the purchase price index for your organization • Negotiation skill sets • Steps in negotiation preparation • Positional negotiations • Final points before the negotiation

Supplier Relationship Management – SC63

INTERMEDIATE 2-Day
Continuous improvement in all aspects of the supply chain is necessary to remain competitive in today’s global economy. The traditional adversarial relationship and transactional focus of buyer-seller relationships cannot meet the demand for continuous improvement in lead-time, quality, and overall supplier performance. As a result, significant changes are occurring in the philosophies and approaches that define the relationship between purchasers and sellers in world-class organizations. Simply put, Supplier Relationship Management (SRM) and collaboration provide an organizational focus on communicating with suppliers on the many steps of the Supply Management process. This focus reduces the lead-time and total cost of acquisition, transportation, administration, and possession of goods and services for the benefit of both the buyer and seller, and as a result, provides a competitive advantage and improved profits.

DESIGNED FOR Managers and professionals involved in purchasing, projects, contracts, supply management, operations, maintenance, engineering, quality, and other activities that expose them to dealings with suppliers for goods, equipment, and services in the oil and gas industry.

YOU WILL LEARN
• The Supplier Relationship Management Maturity Model
• Importance of SRM in continuous improvement
• Critical steps in developing trust with suppliers
• Supplier segmentation models
• 8 Step Strategic Alliance Development
• The difference between SRM and collaboration
• Best practices in managing supplier relations
• Key elements in improving the supplier relationship
• Best practices in supplier qualification, measurement, and recognition
• The importance of reengineering in SRM
• Supplier risk management process

COURSE CONTENT The organizational challenge • Defining the supply management mission and vision • Critical supply strategies • Defining Supplier Relationship Management (SRM) • The SRM Maturity Model • Major components of SRM • Defining levels of the organization’s SRM Maturity • Critical ABC analysis • Commodity and service coding • Segmentation of the supplier base • Defining the alliance • The alliance process • Success factors and barriers to alliance • Focusing on high value activities • Reengineering • Detailed mapping of processes • Developing the skills and defining the organization’s mission in building supplier relationship • Best practices for managing supplier relationships • A survey for letting the supplier rate you • Maintaining Good supplier performance • Who and what to measure • Monitoring supplier performance • Developing and maintaining a supplier performance index • Supplier recognition and expectations • Supply Risk and trends leading to greater risk • Typical supply management process

2019 Schedule and Tuition (USD)
HOUSTON, US 9-10 SEP $2363

See website for dates and locations.
**PROJECT MANAGEMENT**

**Cost/Price Analysis and Total Cost Concepts in Supply Management**

**SC64**  
INTERMEDIATE  
3-Day  
Managing and reducing cost continues to be one of the primary focal points of PSCM in oil and gas today. In many organizations, more than half of the total revenue is spent on goods and services, everything from raw material to overnight mail. Maintaining a competitive position and even survival will depend on the organization’s ability to use all of the continuous improvement strategies that have been developed to reduce cost across the entire supply chain for the life of the product or service. Fundamental to developing and implementing these strategies is knowledge of cost/price analysis, value analysis, and total cost of ownership concepts. This course provides the concepts that are essential skill sets in developing and implementing the strategies required to achieve the high levels of cost reductions possible from the supply chain. SC64 is also available as a 5-day in-house course with expanded content.  

**DESIGNED FOR**  
Managers and professionals in purchasing, procurement, and contracts as well as those involved in operations, engineering, maintenance, quality, projects, and other company activities that expose them to suppliers and buying activities for production, maintenance, equipment, MRO, services, and other outside purchased requirements.  

**YOU WILL LEARN**  
- Importance of price/cost analysis in continuous improvement programs  
- The difference between price and cost analysis  
- Methods of price analysis  
- How to manage volatile markets  
- Use of Producer Price Indexes  
- Methods of cost analysis  
- Development of “Should Cost”  
- Types of TCO models  

**COURSE CONTENT**  
Use of price indexes • Cost/price analysis • Total cost of ownership • RFQ/bidding as a price analysis tool • Cost estimating relationships • Purchasing savings impact on the bottom line • Developing the spend profile • Sources of spend data • How to perform the ABC analysis • Examples of using pivot tables in Excel for data mining • Continuous improvement skill sets • Difference between cost and price analysis • Selection tool • Methods of price analysis • Historical analysis • Developing company purchase price • Index methods of cost analysis • Major elements of cost • Requesting supplier cost info • Sources of cost information • What and how important are supplier overheads • How much profit should the supplier make economic • Price adjustment clauses • Total costs of ownership models • How to combine price and performance to obtain TCO.

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<td>14-16 OCT</td>
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Project Management

**Project Management for Engineering and Construction – FPM22**

**INTERMEDIATE 5-Day**

Many petroleum projects fail to meet their authorized cost, schedule or operability targets. To be successful, today's project leader needs a comprehensive set of technical, business and interpersonal skills. This course addresses those critical skills. Seasoned instructors tackle the issues and challenges found in concept selection, development planning, facility design, procurement, and construction activities. The specific training received in schedule and cost management, risk mitigation, and the proper use of scarce resources (people and materials) will help you make better decisions. Upon completion you will know how to improve engineering and service discipline work relations, use execution plans to integrate the work, and effectively employ cost and schedule control tools.

This course is taught using a combination of instruction, facilitated discussion, and indepth exercises based on the instructor's petroleum development successes and failures. The exercises will include both individual and group activities that provide you with a practical application of the principles and practices necessary to keep your project on track.

**DESIGNED FOR**

Project managers, facility engineers, construction representatives, schedulers, cost controllers, operations personnel, and supply chain specialists including team leaders and others who participate on or consult with multi-discipline development teams. This course is also suitable for business development, finance and land specialists as well as other non-engineering personnel who would benefit from an understanding of oil and gas project management.

**YOU WILL LEARN HOW TO**

- Define development stages and skillfully execute them
- Develop scopes of work and execution plans
- Utilize project control technologies and earned value analysis
- Develop engineering design checklists to ensure key deliverables for each phase are addressed
- Guide teams through technical reviews and secure needed approvals
- Measure progress during construction

**COURSE CONTENT**

Project development systems for the oil and gas industry • The stage-gate system • Key knowledge areas for leaders • Leadership • Design engineering • Contracting • Execution planning for design, procurement, and construction • HSE management • Risk identification and mitigation • Organization types and resource deployment • Work breakdown structure • Planning and scheduling • Progress measurement • Cost estimating • Change control • Reviews and approvals

**Managing Brownfield Projects – FPM42**

**INTERMEDIATE 5-Day**

Why is it so difficult to manage projects inside operating facilities? Keeping the scope from growing is a constant battle. Operations priorities and maintenance needs hamper project productivity. To be successful, brownfield projects need strong control, effective liaison, and good interface management. They must be managed differently than greenfield projects. Experienced instructors will share tools and techniques that will help you work in this dynamic, operations-centric project environment.

Upon completion you will know how to examine existing documentation and confirm field conditions to improve scope control; frame a project and select the best concept for development; and coordinate the work effectively with operations, maintenance and shipping. Instruction, guided discussion, and in-depth work tasks based on the instructor's brownfield project management experience are used. Offshore and onshore examples are used. The sharing of experience in this course make the sessions challenging and insightful.

**DESIGNED FOR**

This course is for team members that work projects installed in existing facilities. Engineers, project leaders, and brownfield project managers should attend. Services personal in cost, schedule, procurement, and quality functions will also benefit. This course helps business, commercial and finance and other non-engineers who want a greater awareness of brownfield project challenges.

**YOU WILL LEARN HOW TO**

- Deal with competing priorities
- Stage development to manage plant complexity
- Minimize surprise work with due diligence surveys
- Resolve issues using an oversight board
- Tailor scheduling strategy for brownfield projects
- Tackle unique brownfield constructability issues
- Ensure operations staff buy into objectives

**COURSE CONTENT**

Brownfield stage gate system • Staffing the team • Communications needs in an operating facility • Challenges in concept choice • Key value improving practices • Due diligence in the existing facility • Quality in engineering, procurement, and construction • Increased brownfield risks • Change management • Contract strategy • Procurement, logistics, and material management • Construction management and HSE • Managing cost/schedule expectations • Performance reporting • Commissioning and startup • Roles and qualities of successful project managers

**Managing Project Controls for Contractors and Owners - PC21**

**INTERMEDIATE 3-Day**

This course addresses project controls principles and practices as they relate to construction as well as engineering, procurement, and construction contractors. The focus of the course is using project controls effectively to work with the client, maintain project profitability, make schedule, and deliver a quality and safe project. Upon completion of this course, the participant will understand the critical success factors for cost estimating, scheduling, and progress measurement and be able to utilize these best practices to resolve issues and challenges experienced by EPC contractors on their projects.

Participants will understand all the steps necessary to develop an effective EPC project controls plan and staff it to increase the likelihood of success. The course focuses on completing contract requirements during the detailed engineering, procurement and construction phases of project development. How to use project controls for effective decision making and client management is also addressed. The course is taught using a combination of 30% instruction and 70% facilitated workshop sessions that address real-world issues and challenges. The workshop sessions include both individual and group activities that will provide each participant with a hands-on application of the principles and practices discussed throughout the course.

**DESIGNED FOR**

This course addresses the special requirements associated with project controls for EPC contractor or fabricator professionals. It is intended for EPC project managers, project engineers, project team members, project controls professionals, planner/schedulers, and project discipline team leads.

**YOU WILL LEARN HOW TO**

- Understand the critical role that project controls play in developing a well-planned and executable EPC proposal for both cost and schedule
- Set process measurement metrics so that the client, contractor management and team members understand the potential to meet project cost and schedule
- Support a successful outcome from Front End Engineering Design through execution with necessary project controls activities (cost, schedule, and earned value management)
- Develop a robust EPC Project Controls Plan and associated staff with roles and responsibilities to support the plan
- Manage project changes when requested by the client
- Forecast the final project cost and the final project completion date using progress measurement or earned value
- Use Monte Carlo simulation to reveal problems with a proposal's cost and schedule

**COURSE CONTENT**

In the context of Project Controls, a case study will address: • Supporting project execution • Challenges in concept choice • Key value improving practices • Due diligence in the existing facility • Quality in engineering, procurement, and construction • Increased brownfield risks • Change management • Contract strategy • Procurement, logistics, and material management • Construction management and HSE • Managing cost/schedule expectations • Performance reporting • Commissioning and startup • Roles and qualities of successful project managers

**Risk Management for Upstream Capital Projects – PMRM**

**INTERMEDIATE 5-Day**

This five-day, intermediate level course for project managers, project engineers, and integrated project team discipline members addresses the key areas associated with capital project risk management. The course focuses on managing risk throughout the entire project life cycle. This course is very much hands-on with class exercise case studies that focus on participant development of risk management deliverables. The class also addresses the methods that project team leaders can utilize to ensure that project team members and management buy in and are part of the risk management process.

**DESIGNED FOR**

Project managers, project engineers, and all disciplines that work on integrated project teams for upstream onshore and offshore developments. Case studies include deep-water projects with complex production components, as well as unconventional shale projects that require significant infrastructure investment.

**YOU WILL LEARN HOW TO**

- Apply risk management to a capital project throughout the entire life cycle
- Write a risk management plan and gain approval with key stakeholders
- Manage project team members in the risk management process
- Systematically identify risks for your project
- Determine those risks that are owned by the project team and those owned by management
- Use risk assessment to analyze and prioritize risks for treatment
- Develop robust risk mitigation plans
- Control and monitor risk
- Incorporate risk planning into project cost and schedule
- Use the role of probabilistic cost and schedule in risk management

**COURSE CONTENT**

Risk management planning • Roles/ responsibilities, governance, and risk ownership • Identify, analyze and respond to risk events • Types of risks: threats vs. opportunities • Risk analysis and prioritization • Risk mitigation and contingency planning • Monitor and control risk • Risk reporting and communication • High level overview of probabilistic cost and schedule peer reviews

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Advanced Project Management – FPM62

SPECIALIZED 5-Day

Mega projects are complex. A program composed of these super projects is highly complex. For a very large project, addressing linked issues is key to improving the chances of success. In a larger program, these key issues interact producing unexpected results. Instructors will explore critical issues in contracting, decision-making, and facility design. Interface control and risk reduction are examined. Non-technical problems in stakeholder relations, partner ventures, and approvals, are also tackled. Upon completion you will know how to deal with the program complexity and surprise effects; improve program strategies and deliver the projects on time; address both project and program resource concerns. Instruction, guided discussion, and in-depth work tasks based on the instructor’s experience are used. The work will include both single and group activities.

DESIGNED FOR

Experienced project and program personnel. Directors, managers, and team members in engineering, procurement and construction will benefit from attending. Project services personnel in the cost, schedule, contracts, procurement and quality functions are encouraged to attend. This advanced course is suitable for business, commercial, and finance and other non-engineers who want a greater awareness of mega project challenges.

YOU WILL LEARN HOW TO

- Improve complex decision making
- Develop contracts for prompt work completion
- Evaluate risks in technology and design
- Address key stakeholders needs
- Establish a process to manage critical interfaces
- Lessen the impact of risks on cost, schedule, and operations
- Navigate approvals challenges to advance your project

COURSE CONTENT

Key aspects of a stage-gate process • Effects of markets on contracting • How governance affects decision making • How limited resources affect technology and design • Advanced methods for influencing stakeholders • Challenges with partners • Critical factors in interface control • Risk methods that preserve mega project value • Managing peer reviews, assists, and approvals

Advanced Project Management II – FPM63

SPECIALIZED 5-Day

This five-day, advanced level course for experienced project management professionals addresses the fundamental principles and techniques of project management and how to apply them on large international projects. This course will cover all the project phases, with hands-on content directly supported by practical case studies.

DESIGNED FOR

Experienced project managers, project engineers, project controls managers, and construction managers who are working on large international projects or about to start new assignments on international projects. Practical case studies will cover the entire spectrum of a large international project and will include offshore and onshore capital investment.

YOU WILL LEARN

- Why international projects fail and the early warning signs to look for
- The principles of project management that ensure project success
- How to build a strong and effective Project Management Team (PMT)
- How to identify and manage project stakeholders
- How to conduct business and yourself in the international arena
- How to select an effective contracting strategy and the appropriate negotiation style
- The practical approach for global engineering, procurement, logistics, fabrication, construction, and commissioning
- How to conduct project risk management throughout the entire project lifecycle
- How to apply effective leadership and strategy on your international project

Advanced Project Management Workshop – APMW

SPECIALIZED 3-Day

This course will not follow the traditional lecture-style format, instead it will be an interactive hands-on workshop where the participants will work on several case studies directly related to the selected topics. This workshop will take an EPC contractor perspective while also highlighting how Owner companies (IOCs & NOCs) interact with their EPC contractors to develop and execute their projects. The workshop material covers both onshore and offshore projects. The main objective of this workshop is to present several real-life scenarios of different types of project issues encountered by contractors and work through these issues to show how they should be addressed to arrive at an optimum resolution.

This workshop will focus more on practice and less on theory. In addition to the case studies created and provided by PetroSkills, it is recommended that attendees provide a few scenarios from their current or past projects to be used in the workshop as case studies.

DESIGNED FOR

This course is designed for senior project management staff of EPC contractors working on large international projects in the energy industry with a focus on the Middle East Region. It is recommended for experienced project managers, project engineers, project controls managers, construction managers and discipline leads.

YOU WILL LEARN HOW TO

- Allocate contract risk between owner and contractor
- Address terms and conditions at bidding stage
- Handle owner-provided FEED as basis of bid
- Finalize terms and conditions before contract signing, contract administration, and records keeping
- Understand and negotiate liquidated damages applied to project milestones
- Handle change orders, suspension of work by owner or contractor, and contract termination for cause or convenience
- Prepare for dispute resolution and claim by contractor
- Determine when negotiation, mediation, arbitration, and litigation are necessary
- Identify governing laws in the contract
- Determine cost of claims and who is responsible for payment
- Protect yourself from claims by owner against contractor
- Prevent claims where possible
- Identify project risks and determine their impact during engineering, procurement and construction phases
- Address claim on a project at the right time
- and much more...

COURSE CONTENT

Why projects fail • Project Management principles (PMT), scope, cost, schedule, safety, and quality • Stakeholders management on international projects • Host country - business and culture contracting • Strategies and negotiations • Global engineering - from concept through detailed design procurement and logistics • Fabrication, construction and commissioning • International project risk management • Leadership and strategy

Construction Management for the Project Professional – FPM64

SPECIALIZED 3-Day

NEW

This course addresses the skills necessary to interface with and effectively manage field construction. While construction projects are addressed, the project engineer that must manage engineering, procurement, and especially field construction, will find the course particularly useful. The course addresses how to effectively manage field construction to deliver the project on time and on budget. While many projects do front end loading effectively, projects ultimately fail due to poor execution or engineering/construction. With a focus on construction, this course provides the tools necessary to establish the proper field organization to manage engineering and procurement, which are two key inputs to construction success. The case study focuses on a construction project that is challenged in the field (due to prior poor decisions) that the project leader must address to be successful. Exercises, the case study, and class discussions provide learnings that the participant can immediately apply upon returning to work.

DESIGNED FOR

This course is designed for project managers, project engineers, facilities engineers, construction managers, discipline engineers, operations staff, and all disciplines that work on integrated project teams for onshore and offshore projects.

YOU WILL LEARN

- How the construction schedule should drive engineering and not vice versa
- How to manage the construction contractor and influence their field supervisors to deliver a successful project
- Methods to establish the appropriate owner’s construction team given the construction strategy and construction challenges to ensure a successful project
- How to interface with the home office and engineering contractor to ensure field requests for information, engineering drawings, timing of material delivery, etc. support project success
- Root causes of poor craft field productivity and what the owner can do to improve productivity to support aggressive project cost and schedule targets
- The ‘Fatal Four’ issues associated with construction personal safety
- How to use field project controls and progress monitoring to ascertain construction areas that are challenged and require immediate attention
- Methods to manage the contractor to minimize construction claims and how to handle a claim once it occurs
- and much more...

COURSE CONTENT

The role that construction management plays during FEED and detailed engineering to support success in the field • Field project controls, earned value, build-up of field indirect charges, determination of ‘all in’ field labor costs, etc. • Temporary construction facilities, construction infrastructure, field equipment, etc. and the role they play in construction success • and much more...

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See website for dates and locations.
## Negotiation Skills for the Petroleum Industry – NSPI

### BASIC

This course helps you to develop strong interpersonal skills in the art and science of negotiation. You will learn to apply these skills to complex organizational issues and individual needs. The course includes a Negotiating Style Profile self-assessment to determine your preferred negotiation style(s).

**DESIGNED FOR**

Petroleum industry personnel who are responsible for negotiating the best possible terms of an agreement in public and private sectors and those negotiating resources and deliverables in projects and programs.

**YOU WILL LEARN HOW TO**

- Follow a step-by-step method to the structure, techniques, and approaches available to positively influence an effective negotiation
- Leverage the power of Best Alternative To a Negotiated Agreement (BATNA), Worst Alternative To a Negotiated Agreement (WATNA), Zone of Possible Agreement (ZOPA), and Walk Away Price (WAP)
- Respond to tough negotiators
- Select a strategy for your negotiation
- Use the Agree, Bargain, Control or Delay (ABCD) method
- Apply what you’ve learned to plan a negotiation back on the job using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) model
- and more...

See website for dates and locations.

## Essential Technical Writing Skills – ETWS

### BASIC

Writing for work-related purposes ought to be brief, clear, informative and, above all, readable. In this practical hands-on course, you gain a solid foundation in technical writing skills. The primary theme for the course is that a writer must “think constantly about their readers.” Examples and exercises provide hands-on experience. You may choose to bring a sample of your writing for one-on-one feedback.

**DESIGNED FOR**

All engineers, managers, IT/computer support staff, team leaders, supervisors, and individuals responsible for writing letters, memos, reports, procedures, test results, and proposals that are clear, concise, and professional.

**YOU WILL LEARN**

- To focus on the reader as the receiver of the information
- To develop quality writing that will:
  - Improve business relationships and communication
  - Enable you to write better and faster
  - Make your writing more credible
  - Make you more confident in your writing

See website for dates and locations.
Team Leadership – TLS

FOUNDATION 2-Day

This program will develop and refine the skills essential for leading a high performance team. Emphasis is placed on the leader’s role in effectively enhancing total team functionality and maximum team productivity. Individual communication styles will be assessed and examined to identify the most appropriate communication style to use with your team. This will be an active experience. In addition to receiving individual assessment information, participants will be exposed to team concepts, theories, and skill development through the use of lectures, videos, readings, role plays, case studies, and discussions. This course has been constructed to maximize opportunity to improve both knowledge and practical skills in leading a team and being a team player. (This is a great course to attend immediately following PetroSkills’ course titled: Leading and Managing Others.) In addition to this program designed specifically for Team Leaders, PetroSkills has a 2-day course titled: Team Building for Intact teams.

DESIGNED FOR
Team leaders, supervisors, managers, and others responsible for leading a team and interested in establishing and/or being a part of a highly productive team.

YOU WILL LEARN HOW TO
• Characterize high performance teams
• Gain clarity of goal and worthiness
• Develop a team charter
• Gain commitment
• Build team collaboration and trust
• Establish operational norms
• Recognize stages of team development
• Define team roles and relationships
• Understand system influences
• Promote conditions for effective team building
• Conduct individual and team assessments
• Improve team communications
• Improve group dynamics
• Develop personal plans to improve team effectiveness
• Foster team leadership
• Monitor team progress

COURSE CONTENT
Definition and purpose of teams
• Characteristics of a high performance team
• Gaining clarity of goal and worthiness
• Developing a team charter
• Gaining commitment
• Team collaboration and trust
• Establishing operational norms
• Stages of team development
• Team roles and relationships
• System influences
• Conditions for effective team building
• Individual and team assessments
• Team communications
• Group dynamics
• Developing a personal team leadership plan
• Monitoring team progress
• Developing a team leadership action plan

Presentation Skills for the Petroleum Industry – PSPI

FOUNDATION 3-Day

One of the prime requisites for oil and gas professionals is to be able to deliver presentations in an clear, concise, and well-designed way as possible. Some industry technical professionals are naturally gifted designer/speaker/presenters, others are not. However, with the proper training and practice any oil and gas professional can learn to make a convincing and persuasive presentation, and do so in a confident, assured, comfortable, and relaxed manner. This course is for individuals who are required, as part of their jobs, to deliver presentations in-house or in public, and who wish to perfect the art and craft of dynamic presentation-making in order to do so. Participants will participate in a full array of hands-on class exercises to improve presentation-making skills, vocal techniques, social interaction skills, visual aid preparation, etc. Attendees will deliver two presentations in class, both of which will be videotaped to measure improvement, and will discuss their performances in one-on-one private conversations with the instructor at the end of the course. Participants’ progress will also be charted to quantifiably show areas in which actual improvement has taken place.

DESIGNED FOR
Industry personnel who wish to acquire the skills and techniques needed to design and deliver technical material clearly, confidently, and convincingly either face-to-face or online.

YOU WILL LEARN HOW TO
• Design and deliver a presentation both in person and on-line
• Keep an audience engaged through use of various delivery methods
• Appropriately use technology and visual aids
• Speak confidently in front of groups

COURSE CONTENT
Communication and the role it plays in presentation-making. Overcoming fears. The similarities and differences between face-to-face and on-line presentations. The four fundamental basics to effective presentation-making Presence/demeanor/appearance: posture, movement, and physical comfort. Delivery: the voice, gestures/face expressions, skill in using silence, rhythm, and language. Production: flow/rhythm, skill in using visual aids/technology, skill in using time, skill in listening/observing/questioning, skill in using the venue, connectivity, eye contact, knowledge of audience, and skill in handling audience situations. Construction and organization: design (presentation), design (PowerPoint slides/other visuals), and integration (presentation with visuals).

Making Change Happen: People and Process – MCP

INTERMEDIATE 2-Day

Attendees will work in teams to overcome the problems encountered when making changes in their organizations. You will also learn how to develop the ability to effectively handle organizational changes by examining the eight-step change process and understanding your own, and others, needs and responses to each step in the change process. A group workshop allows attendees to engage in, comment on, and improve their competencies in managing change.

DESIGNED FOR
All managers, team leaders, supervisors, and individuals responsible for ensuring change is implemented successfully.

YOU WILL LEARN HOW TO
• Profile individual and group behavior exhibited during change
• Improve individual and team dynamics for high performance
• Apply the GROW model to coach and sustain individuals undergoing organizational change
• Design a practical framework for positive engagement with organizational change

COURSE CONTENT
Explore the characteristics of change • Build an integrated change strategy • Embrace change positively using the power of vision • and more...

Meeting Management and Facilitation for the Petroleum Industry – MMF

FOUNDATION 2-Day

Meetings remain a boon or curse to corporate communication. Properly planned and managed, meetings are extremely positive and dynamic ways to exchange ideas, shape policy, resolve problems, effect change, etc. However, when poorly designed and implemented, meetings accomplish little. They become virtual breeding grounds for confusion, tension, frustration, boredom, and negativity. This course is for petroleum industry professionals who plan and conduct meetings. During this interactive 2-day session, participants will learn how to perfect meeting facilitation skills; master meeting agenda design skills; and polish meeting communication skills so that they’ll be able to run meetings efficiently, effectively, and smoothly. Participants will be given ample opportunity to practice what they’re learning in class.

DESIGNED FOR
Petroleum industry professionals who plan, conduct, and manage meetings.

YOU WILL LEARN HOW TO
• Run efficient face-to-face and/or on-line meetings
• Prepare and implement meeting agendas • and more...

Managing and Leading Others – MLO

FOUNDATION 3-Day

Why would any company expend hundreds of thousands of dollars to seek, recruit, and hire the best employees then leave their development and performance to lucky chance through ineffective leadership and management practices? Unfortunately, that chance occurs every time an employee is promoted to a leadership, supervisory or management position without training in the techniques and practices of effective leadership and management. Managers and supervisors, regardless of technical expertise, can make an error setting off an uncontrolled and disastrous chain reaction unless he/she has command of principles and practices leading to employee effectiveness, productivity, and teamwork. The first-line and mid-level supervisor has more direct effect on employees and the productivity of a work group than any other single entity in the organization. This course increases the confidence and productivity of leaders, supervisors and managers who may be scientific or technical specialists, but have minimal training in the science and art of leading others. Skills in human relations, communication, motivation, and leadership are essential tools for the supervisor and manager. This course provides techniques enabling leaders to efficiently use one of the greatest resources a company has, its people. This interactive learning program will assist you in expanding your options for leading others.

DESIGNED FOR
Anyone responsible for leading others in the daily performance of a work, including those who are front-line leaders, new and experienced supervisors and managers, team leaders, coaches, and mentors.

YOU WILL LEARN HOW TO
• Apply concepts of leadership and management to real work situations
• Coach and supervise a diverse and dispersed workforce
• Set appropriate goals and manage performance and change to ensure these goals are reached
• Empower your workforce to exceed expectations
• Develop effective communication skills

COURSE CONTENT
The role and function of the leader, supervisor, and manager • Understanding and applying essential behavioral management concepts • Understanding and increasing employee motivation • Understanding and applying leadership concepts • Effectively supervising a diverse workforce • Basic skills in interpersonal communications • Performance management • Coaching • Working with difficult employees • Goal setting • Empowering subordinates • Creating positive and functional thinking about work • Making ongoing change for growth and improvement • Taking personal responsibility • Developing personal plans to improve team effectiveness
Basic Petroleum Technology – BPT

**BASIC** 20 HOURS

**PRINCIPLES**
- Exploration • Drilling operations and well completions • Surface processing
- Production operations • Reservoir recovery

**COURSE CONTENT**
- Exploration concepts and techniques
- Elements of a successful petroleum system
- Key differences between conventional and unconventional settings
- Features of structural contour and isopach maps
- The classic reservoir rock properties and significance of core samples
- The roles involved in exploration
- Rig type classification and selection for onshore and offshore drilling
- and more...

**YOU WILL LEARN**
- About midstream facilities required downstream of the primary production facility to deliver saleable products to the market, and how these facilities are affected by production rates, composition, and production facility performance

**DESIGNED FOR**
- Those interested in an overview of production facilities, including sub-surface professionals, line managers, sales or business development staff, environmental personnel, operational staff, and those new to the industry.

**YOU WILL LEARN**
- How the reservoir type, drive mechanism, fluid properties, location, and product specifications influence the selection and design of the production facilities
- How to do quick ‘back of the envelope’ calculations to better understand equipment sizing and capacity
- Parameters that affect the design and specification of oil stabilization and dehydration equipment
- Awareness of the parameters that determine flowline/gathering system capacity
- The purpose of separators in a production facility and familiarity with the typical configurations
- Typical design parameters, operating envelopes, common operating problems of oil and gas production equipment, and the effect of changing feed conditions over the life of a field

**TO DESCRIBE**
- Dehydration/desalting process options and equipment
- Produced water treatment options and the dependence on surface vs. subsurface, offshore vs. onshore disposal
- Compressor performance characteristics and how they affect production rates and facility throughput
- Gas dehydration process options, with a particular emphasis on glycol dehydration
- The principles of asset integrity and inherently safe design given the rate, composition, temperature, and pressure of the production stream
- About midstream facilities required downstream of the primary production facility to deliver saleable products to the market, and how these facilities are affected by production rates, composition, and production facility performance

**COURSE CONTENT**
- Exploration of oil and gas industry • Hydrocarbon phase behavior characteristics, and different reservoir types, to product specifications and the processes used to meet these. Other facilities considerations are addressed, such as process safety and downstream processing that may impact the production facility selection and operation.

**FORE MORE INFORMATION, VISIT**
PETROSKILLS.COM/BFTONLINE

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Overview of the Petroleum Industry – OVP

**BASIC** 2-Day

OVP presents an overview of the Petroleum Industry from the point of view of the Asset Life Cycle. Participants will gain an understanding of Exploration, Appraisal, Development and Production phases with particular emphasis being placed on actions they can personally take within each phase to support value creation. Through use of lecture, multimedia and class interactive exercises, a breadth of upstream business acumen will be delivered covering economic, business, geoscience and engineering topics. Discussions will include topics related to all types of resource plays including deepwater, shale oil/gas and enhanced oil recovery technologies.

**DESIGNED FOR**
- Those who need to achieve a specific understanding of OVP technologies and the role of technical departments in oil and gas operations. An understanding of oilfield terminology is developed.

**YOU WILL LEARN**
- The critical importance of the industry plays on the world’s economic stage, including discussions of pricing, global reserves and key short/long-term energy trends.
- Business and exploration elements critical to the success of organizations in search of new reserves.
- Methods by which new field prospects are evaluated and risk factors assessed (Geology, Geophysics, Petrophysics). How exploration rights are acquired (Land themes, International Concessions).
- The basic process for drilling and evaluating an exploration well (Drilling, Petrophysics, Testing).
- Major steps required to appraise a new discovery and estimate its commerciality (Reservoir Engineering).
- Strategies to maximize the value of an oil or gas field asset.
- How geology and reservoir management plans are used to guide new field development.
- Major steps in the design, construction, and commissioning of facilities.
- Basic technical and operational steps required to produce an oil or gas field (Production Engineering).
- Types of opportunities to optimize older fields and increase production.

**COURSE CONTENT**
- The business of E&P and hydrocarbon origin.
- Exploration - acquisition of exploration rights and development.
- Exploration - prospect generation and evaluation.
- Appraisal - asset characterization and reservoir quantification.
- Development - drilling, completion, and facilities.
- Produce Asset - recovery optimization strategies.

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Introduction to Oil and Gas Production Facilities – PF2

**BASIC** 3-Day

The scope of the discussion ranges from an overview of the oil and gas industry, hydrocarbon phase behavior characteristics, and different reservoir types, to product specifications and the processes used to meet these. Other facilities considerations are addressed, such as process safety and downstream processing that may impact the production facility selection and operation.

**DESIGNED FOR**
- Those interested in an overview of production facilities, including sub-surface professionals, line managers, sales or business development staff, environmental personnel, operational staff, and those new to the industry.

**YOU WILL LEARN**
- How the reservoir type, drive mechanism, fluid properties, location, and product specifications influence the selection and design of the production facilities
- How to do quick ‘back of the envelope’ calculations to better understand equipment sizing and capacity
- Parameters that affect the design and specification of oil stabilization and dehydration equipment
- Awareness of the parameters that determine flowline/gathering system capacity
- The purpose of separators in a production facility and familiarity with the typical configurations
- Typical design parameters, operating envelopes, common operating problems of oil and gas production equipment, and the effect of changing feed conditions over the life of a field

**TO DESCRIBE**
- Dehydration/desalting process options and equipment
- Produced water treatment options and the dependence on surface vs. subsurface, offshore vs. onshore disposal
- Compressor performance characteristics and how they affect production rates and facility throughput
- Gas dehydration process options, with a particular emphasis on glycol dehydration
- The principles of asset integrity and inherently safe design given the rate, composition, temperature, and pressure of the production stream
- About midstream facilities required downstream of the primary production facility to deliver saleable products to the market, and how these facilities are affected by production rates, composition, and production facility performance

**COURSE CONTENT**
- Overview of oil and gas industry • Qualitative phase behavior and reservoirs. Hydrocarbon properties and terminology • Typical sales/disposal specifications. Flowlines, gathering and gathering systems. Production separation. Oil processing. Water injection systems (including pumps) • Gas handling • Compression, dehydration • Measurement and storage. Other facilities considerations - utilities, process safety • Midstream facilities • gas processing, pipelines, LNG

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**FOR MORE INFORMATION, VISIT**
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**2019 Schedule and Tuition (USD)**

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<th>Location</th>
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**2019 Schedule and Tuition (USD)**

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