ENERGY & CORPORATE AFRICA

SECOL
SCHOOL OF ENERGY & CORPORATE LEADERSHIP

2019 TRAINING COURSES

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Training for managers and engineers from member companies of Petroleum Technology Association of Nigeria (PETAN)

Training for managers and supervisors of Nigeria Sao Tome & Principe Joint Development Authority

Joint training for directors of Nigeria Sao Tome & Principe JDA and Senior Facility Engineers from Ghana National Petroleum Corporation

Short Courses during OTC

Training for executives of Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) – Chevron Branch on Negotiation & Conflict Resolution

A shot from our training session on Fundamentals of International Joint Venture/Comparative Analysis of Oil & Gas Petroleum Contracts

SECOL
SCHOOL OF ENERGY & CORPORATE LEADERSHIP

We are dedicated to enhancing human capital, development through our strategic business approach of ensuring skill acquisition and continuous improvement for countries and organizations through our School of Energy

SECOL is a global training organization with more than ten years of experience covering training and professional developments for nations, corporations and government agencies. We believe strongly in the philosophy that humans are the greatest assets of any country or organization, and therefore should be nurtured with continuous quality training to enhance productivity, efficiency, effectiveness, reliability and competitiveness.

Some of our faculty members have more than 20 years of experience in their various fields and majority of them have won distinguished awards in their various industries and professional organizations. SECOL will continue to create dynamic environment for capacity building, ensuring high performance, strategic agility, and leadership that would help organizations attain their goals and enable nations optimize socio- economic growth.

What's Inside?

- Human resources & labor relation management
- Strategic leadership and crisis management
- Crisis management in organizations
- Strategic approach to effective lobbying
- Coaching for high performance leadership
- Contract management and tender strategy
- Contract administration
- Global sourcing, procurement and building deep supplier relationship
- Contract management/legal risk in contracts
- Effective public relations and crisis management
- Managing community relations in oil/gas industry
- Managing security risk & ensuring sustainable community relations
- Negotiation and conflict resolution
- Advanced negotiation and strategies for improving BATNA
- Fundamentals of International Joint Venture and Fiscal Terms in Petroleum Industry
- Cost recovery mechanism in oil/gas petroleum service contract
- Commercializing and Leading Change in the Oil/Gas Industry
- Strategic Advancement and Agility in Today's Organization
- Critical thinking and Decision Making
- Fundamentals of Global Cultural Environment, domestic and foreign Corrupt practices in the oil/gas industry
- Non-Technical Risks in E & P Projects
- Value Added to Local Content through Transformation from Local Partner to OEM
- Strategic financial management in oil/gas industry
- Implementing Petroleum Contracts and Application of Petroleum Economics
- Advanced Project Management in Oil and Gas Industry
- Fundamentals of Project Management
- Engineering, Procurement, Construction, (Construction Management, Installation)
- Petroleum Economics
- Project Performance Monitoring and Evaluation
- Risk Management and Decision Making Project finance/ infrastructure and private risk partnership
- Fundamentals of Natural Gas
- Natural Gas Production and Treating
- LNG Global Best Practices…
- Gas Measurement, Audit and Trouble Shooting
- Managing Hydrogen Sulfides ……
- Natural Gas Distribution, Transportation and Critical Challenges
- Marginal Fields Development and Economics …
- Flow Assurance in Offshore Productions
- Production Engineering in Oil and Gas
- Fundamentals of Data & Centre Management
- Reservoir Engineering
- Integrated Reservoir Characterization
- Reservoir Simulation
- Reservoir Management and Monitoring
- Environmental management & Operational Impact
- E & P Waste Mgt. and Regulatory Compliance
- Gas Lift Design, Operations and Trouble Shooting
- Applied HSE Management and Best Practices
- Mini –MBA in Oil and Gas

Human Resources and Labor Relations Management

DATE: March 18 -29, 2019
VENUE: Houston

The dynamic nature of today's workplace and the changing trends in organizations to ensure high performance; creation of excellence and best practices as preferred places for workers to enhance talent have made it very essential that proper understanding of human resources and labor relations are critical for the success of every innovative organization.

This course provides a robust framework of deep knowledge to help participants understand the relationship of human resource management and labor organizations especially in a unionized environment. It also guides human resource and labor union on the concepts of principled negotiations, conflicts resolution and global best practices in harnessing good relationship between HRM and labor unions

This course entails teachings, presentations, interactive role plays, small group activities, and review of case studies.

Course Outline:

- Overview of the industrial revolution and global trends in work places
- Evolution of human resource management
- Work organization and the need of human resource management
- Definition of human resources management and concept
- Role of human resources in organizations
- Key concepts: Human resources as an asset, human capital, factors of production
- Transformation of traditional human resources and change management in the new order
- HR emerging new roles – Strategic partner, change champion, employee advocate
- Critical Principles of human resources
- Human resources and employee relations
- Understanding employee relations
- The Purpose of Employee Relations Laws and Regulations
- Employee Relations Functions in an Organization
- Evolution of labor law
- Concept of Unionization in organizations
- The Evolution of Labor- Management Relations
- Human Resources, Employee and Labor Relations Today
- Labor Union roles in unionized organizations
- Human Resources Role in Collective Bargaining Agreement
- Collective Bargaining Agreement: An overview
- Drafting Contract
- Contract Language, Interpretation and Perceptions
- Understanding Management Rights and How it can be affected by contract language
- Understanding employee rights and collective bargaining agreements
- Supervision of collective agreement rights
- Analyzing performance criteria, deficiencies and root causes
- Investigating workplace practices and behavior

  Creating deep and strategic human resource and labor union relationship
  - Human Resources Management Challenges and Labor Union
  - Human resources negotiations with Union
  - The art and science of negotiation

- What is negotiation?
- Negotiation styles , characteristics and impact
    - Focus and winning
    - Focus and reacting
    - Collaborative style
- Three steps to negotiation
    - Interest
    - Rights
    - Power
- Phases of negotiation
- The mind of a negotiator
- Negotiation and emotional intelligence
- Fundamentals of effective negotiation strategy
- Developing active listening
- Ethical issue in mediation
- Leadership and negotiation skills
- Strategies for successful negotiation
- Why some negotiations fail
- Employee/Labor Union Grievances
- Grievances and complaints
- Definition of grievance/disputes/conflict
- Conflict and crisis
- Grievance/Disputes/Conflict resolution theory and practice
- Communication skills for negotiation and conflict resolution
- Mediation environment
- Two kinds of mediation – Interest based , Evaluative
- Mediation, understanding dispute resolution
- Mediating disputes between and among managers, supervisors, employees and union representatives
- Arbitration
- Litigation
- Using alternative and other dispute resolution tactics
- Mitigating stress at the bargaining table
- Culture and negotiation
- Overcoming cultural barriers in negotiation
- Global best practices in HR – Labor management
- Improved Labor-management relations
- Case studies
- Role plays
- Reviews

Who will attend?

- HR Managers
- HR Supervisors and Professionals
- Labor Union Executives
- Managers/Supervisors that want to understand critical relations between HR and labor concepts

STRATEGIC LEADERSHIP and CRISIS MANAGEMENT

Training Date: March 4 – 15, 2019
Venue: Houston

The world is growing rapidly and organizations are changing in various forms with expectations to meet their desired goals. However, there are many natural, geopolitical, micro, macro, internal and external factors affecting daily operations of businesses towards achieving their goals. These factors could trigger crisis which may cause damages financially, socially, loss of reputation and even total collapse.

To ensure that an organization continue to work towards achieving its strategic corporate goals, maintaining a good bottom - line, ensuring satisfactory relationship with stakeholders, possibly avert crisis or be able to handle crisis effectively when it arises without disrupting its reputation and operations, calls for effective, innovative, visionary leadership endured with crisis management skills.

This course will teach participants how to lead effectively with emotional intelligence, manage crisis effectively without losing its brand, reputation or operations and still maintain a good neighbor status.

Course Outline:

- Review of global and organizational events that requires leadership
- Defining leadership
- Understanding Leadership theory
  - Big man theory
  - Trait theory
  - Behavioral theory
  - Contingency theory – Fred Fiedler Contingency Model, Hersey – Blanchard Situational Model, Path-Goal Model, Vroom - Yetton Model
  - Charismatic leadership theory
  - Transactional leadership theory
  - Transformational leadership theory
- Discussion: **Are Leaders Born or Made, Or Do Situations Bring About Leadership?**
- Leadership and emotional intelligence
- Leadership role in organizations
- Leadership and managing people
- World of crisis and Business
- When the chips are down, what should a leader do?
- Definition of crisis
- Crisis types by attribution of responsibility
- Two types of crisis – 1) Routine 2) Novel
- Why crisis?

- Technological failure
- Financial
- Bankruptcy
- Confrontational
- Crisis of organizational misdeed
- Crisis of skewed management
- Crisis of deception
- Crisis due to host communities

- Effective leadership and crisis management
- Crisis management model: Gonzalez-Herero and Pratt Proposal
  - Diagnosis of crisis
  - Planning
  - Adjusting to change
- Crisis management plan
- Crisis management and strategic approach
- Characteristic of crisis management plan
- How to make a crisis management plan and crisis management team
- Crisis management and strategic approach
- Characteristic of crisis management plan
- Crisis communications
- The role of PR in collaborating with leadership in communication
- Why organizations need to communicate effectively during crisis
- How to make a crisis management plan and crisis management team
- Structural functions systems theory
- Diffusion of innovation theory
- Unequal human capital theory
- Ways to overcome organizational crisis
- Managing stress during crisis
- Role of employees during crisis management
- Five operating skills for managing the unexpected
- Managing the crisis lifecycle, not just the event
- Examples of leaders and how the managed various crisis
- Film Clips
- Review

Who will attend?

- Corporate Leaders /Senior Managers
- General Managers, Lawyers
- Department/Line Managers/ Leads
- Supervisors
- Any personnel that will benefit from this training

Course Duration: 2 weeks

Course Location: Houston

Crisis Management in Organizations

DATE: April 8 -16 , 2019
VENUE: Houston

Evolution and growth in organizations have shown that crisis of various magnitude could occur without warning. Pearson and Clair (1998) described an organizational crisis as a "low probability, high impact event that threatens the viability of an organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly". Fink (1986) defined an organizational crisis more broadly as a situation that can potentially escalate in intensity, fall under close government or media scrutiny, jeopardize the current positive public image of an organization, or interfere with normal business operations, including hurting the bottom line.

While few crises could generate little positive outcomes, majority of crisis ends up with negative outcomes. The negative impact of the crisis on could lead to damage on the environment, financial loss, market share, loss of human lives, process interruption, denting of corporate image litigation and even total loss of business.

Therefore it is essential that managers and supervisors of various cadres understand strategic approaches of planning and managing crisis in organizations.

This course will enable participants to understand various types of crisis, factors that could trigger crisis and how to create crisis management policies, procedures, plans, strategies , communication and tips for successful management of crisis.

Course Outlines:

- Defining Organization and concept of organizational behavior and structure
- Global perspective of today's workplace
- What is crisis and crisis management?
  - Definition of crisis
  - Crisis types by attribution of responsibility
  - Two types of crisis – 1) Routine 2) Novel
  - Why crisis?
    - Technological failure
    - Financial
    - Bankruptcy
    - Confrontational
    - Crisis of organizational misdeed
    - Crisis of skewed management
    - Crisis of deception
    - Crisis due to host communities
- Understanding organizational crisis and approach to crisis management
- Fundamentals of crisis management policies, procedures and regulations
- Strategic approach for crisis management preparation

- Creating crisis management plan
- Diversity in setting up crisis management team
- Decision making during crisis
- Decision making processes (Individual)
- Decision making process (Corporate Entity/Organization)
- Factors affecting organizational decision making during crisis : Politicization, Formalization, Standardization, stakeholder interests, external corporate environment
- Organizational context in decision making strategy
- Organizational content of strategy in crisis management
- Elements of organizational strategy in crisis management
- Overview of strategy and strategic management – Classical, Evolutionary, Procedural and Systemic
- Strategy formulation and selection during crisis
- Theoretical frameworks used to examine strategy development and selection process
- Understanding crisis communication
- Form crisis communication, Content crisis communication
- Situational Crisis Communication Theory – Victim cluster, Accidental cluster, Preventable cluster
- Primary crisis response strategy
- Diminish crisis response strategy
- Rebuild crisis response strategy
- Secondary crisis response strategy
- Concepts of corporate impression management in crisis management
- Image restoration theory
- Impact of crisis on stakeholders
- Crisis probability
- Multiple regression analyses
- Tips for successful crisis management
- Overcoming org dysfunction in crisis management
- Failed crisis management and consequences
- Global best practices in crisis manage
- Case studies
- Reviews

Who will attend?

- Managers of various functions
- Supervisors
- Human resources personnel
- HSE personnel
- Operations supervisors

Strategic Approach & Principles of Effective Lobbying

Training Date: May 6 – 10, 2019
Venue: Houston/Washington D.C

The complexity of today's political process and swift changes occurring in legislative acts, in various arms of government and reforms generate lot of issues and perspectives which various interest groups and organizations may want to influence in order to achieve specific goals.

To influence legislation or policy makers demand a strategic and effective approaches which need to be professional done in order to actualize the intended goals or pass the necessary message to educate and sensitize the targeted persons, institutions or associations. This is the function of a lobbyist and to achieve it warrants an effective approach.

This course will teach participants the strategic and effective approach and principles of lobbying. It empowers participants on how to understand the role of a lobbyist and how to influence legislation, communicate effectively and be persuasive to achieve intended goals.

This training is interactive, involves small group work and presentations. Participants will be given the opportunity to visit the offices of at least two professional lobbying firms to interact with their companies and participate in various sessions.

Course Outline:

- Understanding global and national geopolitical trends shaping policies
- A review of the national democratic political process and political process in key countries (USA, UK, China, Russia, France, etc.
- Understanding various arms of government – Executive, Legislative, Judiciary and their roles
- A critical understanding of the legislative arm – Senate, House of Representative, their roles in legislation, key officers and functions
- Review of concepts: Act, Bill, Referendum, Reforms, Sessions, Policy, constituency, zones, wards, etc.
- Define lobbying and advocacy
- Understanding what is not lobbying
- Lobbying as a democratic process
- A look at various aspects of lobbying and not –for profit lobbying
- Understanding advocacy and lobbying principles
- Planning for a campaign
- Understanding and picking the issue you want to influence (education, poverty, environmental, etc.
- Identifying your objective and how to reach it
- Creating a realistic approach and structure for advocacy process and lobby
- Power Mapping (individuals, institutions, relations, level of power play)

- Identifying your partners and how to approach your target groups
- Principles of effective lobbying
- Creating lobbying strategies
- Exploring various channels and tools to reach your objectives
- Communicating effectively/Persuasions – Developing and delivery key messages
- Choosing your tools of communication for lobbying – Purposes and Strength /How to use them
- How to make a solid argument and leave an impression
- Assumptions and perspectives
- How to create advocacy and lobbying networks
- How to build support and getting your position heard by the right people
- Knowing when and how to celebrate success
- Knowing how and when to oppose and negotiate
- Learning how to train your key volunteers and staff
- Training the trainer
- Review
- Films and case studies

Who will attend?

- Leaders/Managers
- Lawyers
- Supervisors
- Inter - Government relations senior staff
- Public relations officer
- Communications personnel
- Professionals and any person that wants to be trained in the act of lobbying

Course Duration: 1 week

Course Location: Washington D.C/ Houston

Strategic Coaching for High Performance Leadership | Training Date: Aug. 6 -13, 2019

Venue: Houston/ Dallas

High performance organizations and preferred places to work take delight in employee development, developing leadership through growing employee skills, engaging them and creating an atmosphere of enthusiasm and excitement in regards to their contributions in actualizing the organizational goals.

A creative and motivational learning culture could be realized through didactic coaching and is very instrumental to performance enhancement, continuous improvement which fuels high performance leadership and retention of core talents. Coaching is about building on potential and creating a culture by leaders in the organization on how they want things done to drive corporate goals.

While the leader is in a position to influence culture change, thorough change and high performance entails the involvement of the entire team and this could be actualized through trust and enhancing the motivation/capabilities of those that follow.

This course will teach participants the fundamentals of coaching principles and skills needed for high performance leadership. It will give participants an understanding of key to effective coaching, transformative leadership; emotional intelligence development, development of personal leadership vision and the neuroscience of human change and its application with change. Participants will understand coaching impact on employees; differentiate between coaching and other conversations. The creation of sustained excellence achieved through coaching is expected to create significant return on investment and to impact the organizational culture for high performance.

This course is interactive and there will be role play and review of necessary film clips on correct coaching models and pit falls.

Course Outline:

- Understanding trends shaping organizational development and culture
- Defining coaching
- Understanding how coaching impacts organizational culture
- Difference between coaching and organizational development
- Coaching for performance – Introduction to the fundamentals of coaching principles and skills necessary for high performance leadership
- Differentiate between formal and informal coaching
- Differentiate between coaching and other forms of conversation
- Identify coaching road blocks and tactical remedies
- Coaching models/Frameworks : **ACHIEVE, CLEAR, FUEL, GROW, OSKAR, SOLVE and STAR**
- Creating a coaching plan
- The key to effective coaching –**Building relationship, provide assessment, challenging thinking and assumptions, supporting and encouraging, driving results**
- **Understanding transformative leadership**
    - Effective communication skill

- Innovative thinking
- Sound and quick decision making
- Vision to inspire high performance leadership

- Differentiating between transformational and transactional leadership
- Empowering people
- Personal leadership vision
- Neuroscience of human change and application within business/organizations
- Advanced coaching competencies
- Coaching and return on investment (ROI)
- Review
- Film clips

Who will attend?

- Leaders, Managers
- HR managers and supervisors
- Line leads
- Any officer than has staff to mentor
- Any person aspiring to be a coach

Course Duration: 1 week

Course Location: Houston/ Dallas

Contract Management and Tender Strategy

DATE: June 3- 7 , 2019
VENUE: Houston

This course will provide participants a unique platform to understand contract, procurement and tender process in the context of strategic planning, operations and supply chain management. It will equip participants with knowledge on best practices in contract processes, contract management, how to maintain good relationship with vendors, ensuring integrity and adding value to the entire value chain.

Course Outline:

- Understanding Contract – What is contract?
- The Essentials of Contract
- Overview of the Contracting Process
- Key Issues in Forming a Contract
- Contracts Strategy - Types of Contracts
- Contract Policy and Procedure
- Types of Contract – Permanent, Fixed-Term, Temporary, As –and When (Casual)
- Distinguishing Between Commercial Contract and Employment Contract
- Fundamentals of Tender
- Understanding Tender in a Contract
- Distinguishing Between Tender and Contract
- Understanding Contract Processes
- Understanding Tender Processes
- Fundamentals of Contract Management and Administration
- Basics of Contract File Review
- Contract Surveillance
- Understanding Contract Administration Functions and Delegation Creating/Developing a Contract Administration Plan
- Supply Chain Management
- Benefits of Supply Chain Management
- Improving Supply Chain Management
- Procurement
- Procurement as Part of Operations Management
- Procurement and Project Management
- Developments in Procurement – Paper, E-Bidding

- Management of Contracts and Roles of End-Users
- Best Practices in Procurement Process
- Government Legislation Affecting Contracts/Procurement
- Regulations Corrupt Practices
- Procurement & Strategic Objectives
- Tendering/Bidding Process
- Tendering Cycle
- Key Documents in the Tender Package
- Selecting Contractors/Pre-Qualification Process
- Pre- Bidding Meeting
- Evaluation of Tender Submissions
- Ensuring Best – Value Selection
- Avoiding Common Mistakes
- Supply Agreement
- Project Management and Contract Administration
- Forming Relationship with Contractors/ Suppliers
- Best Practices in Dealing with Contractors/Suppliers
- Managing Communication with Suppliers/Contractors
- Negotiation and Negotiation Skills Stages of Negotiation
- Closing Negotiation and Agreement Preparation
- Contract Risk Assessment and Management
- Managing Contract After Award Kick-Off Meeting
- Prevention and Control of Disputes
- Performance Management Team Selection
- Review of Contract Terms – Small Prints
- Ethics, Corrupt Practices, Best Practices
- Case Studies & Reviews
-

- **Who should attend** ?

- Contract & Procurement Managers, Directors
- Contract Administrators & Supervisors
- Supply Chain Managers
- Drilling Engineers, Project Engineers, Commissioning Engineers
- Planning Engineers, Asset Managers
- Managers in Strategic Planning
- Contractors and Suppliers

Project Managers

Course Duration: 1 week

DATE: September 2 -7, 2019
VENUE: Houston/Florida

Contract Administration

This training course will help contract administrators in achieving high and ethical performance in their duties. It ensures critical understanding of the fundamentals of contract and tendering processes. It also elucidates the functions of the contract administrator, delegation of responsibilities. While exposing contract administrators to labor issues, government policies such as local content as they impact contract administration, it also drives to keep administrators abreast with global best practices in contract administration.

Course Outline

- What is Contract? Understanding the Elements of Contract
- Fundamentals of Contract Drafting
- Types of Contract – Permanent, Fixed-Term, Temporary, As –and When (Casual)
- Distinguishing Between Commercial Contract and Employment Contract
- Fundamentals of Tender
- Understanding Tender in a Contract
- Distinguishing Between Tender and Contract
- Understanding Contract Processes
- Understanding Tender Processes
- Fundamentals of Contract Management and Administration
  - Contract maintenance and change control
  - Ordering process
  - Payment process
  - Budget process
  - Resource management planning

- Basics of Contract File Review
- Contract Surveillance
- Understanding Contract Administration Functions and Delegation
- Creating/Developing a Contract Administration Plan
- Identify Personnel to Represent the Contracting Officer
- Notify the Contractor of COR Delegation
- Global Best Practices in Contract Administration
- Post award Orientation
- Select the Appropriate Type of Post award Orientation
- Planning Post award Orientation if Necessary
- Conduct the Orientation
- Prepare and Distribute the Post award Orientation Conference Report
- Participate in Post award Subcontractor Conferences
- Document the Contract File
- Consent to Subcontract and Advance Notification
- Making the Consent Decision

- Contractor Purchasing System Reviews
- Make-or-Buy Programs
- Subcontracting Plans and Challenges
- Responsibilities of the Parties
- Monitor Actions of CORs and Other Support Personnel
- Responding to Contractor Requests
- Categories of Quality Requirements
- Obtain Feedback on the Contractor's Performance
- Acceptance
- Verify and Document Performance Problems
- Determine the Impact of the Problem
- Resolving Problems With Required Sources
- Documenting the File
- Determine Whether to Stop Work
- Investigate Potential or Actual Delays
- Identify the Type of Delay
- Prepare a Finding of Facts on the Delay
- Develop the Government's Position
- Resolve Contractor Performance Problems Informally
- Modifications
- Steps for Processing a Modification
- Extraordinary Contract Adjustments
- Options
- Task and Delivery Orders and Basic Ordering Agreements
- Formal Remedies
- Cure or Show Cause Notices
- Liquidated Damages
- Nonconforming Supplies or Services
- Warranties
- Fraud and Other Civil or Criminal Offenses
- Actions to Take After Discovering Fraud
- Contract Audits
- Negotiation and Contract Disputes Statute
- Recognizing Disputes
- Alternative Dispute Resolution
- Claims
- Procedures for Claims
- Termination
- Labor Policies, Laws, and Regulations
- Government Property
- Intellectual Property
- Protection of the Environment
- Drug-Free Workplace and Vehicle Operation Safety
- Insurance
- Security
- Duty-Free Entry of Contract-Related Shipments
- Invoices
- Assignment of Claims
- Administering Securities
- Administering Financing Terms
- Allowability of Costs
- Payment of Indirect Costs
- Limitation of Costs, Funds, or Total Payment Amount
- Price and Fee Adjustments
- Collecting Contractor Debts
- Reviewing Cost Accounting Standards Disclosure Statements
- Verify that the Contract Is Physically Complete
- Ensure Required Contract Actions Are Complete
- Initiate Final Payment or Collect Overpayment from the Contractor
- Identify and Recommend De-obligation of Excess Funds
- Evaluate and Document Contractor Performance
- Prepare Contract Completion Statement and Dispose of Files
- Contract Compliance and Quality Assurance
- Contract Administration and Ethics
- Understanding Local Content Policy in Contract and Community Relations
- Review

Who will attend?

- Contract Administrators
- Planners
- Contract Auditors
- Commercial Administrators/Supervisors
- Personal Assistance to Directors and Managers
- Human Resource Administrators that wants to understand contract administration

Course Duration: 1 week

Global Sourcing, Procurement and Building Deep Supplier Relationships

DATE: 4 – 8 November, 2019
VENUE: Houston

There is a great shift in the way organizations conduct businesses. Organizations are relying more on suppliers to reduce cost, improve quality, and develop new processes and products faster to be competitive. This new thinking has made organizations to start laying more emphasis on quality supply chain management. In order to achieve their sourcing, procurement or outsourcing goals (offshore/onshore), organizations have to understand the global trend and supply chain management

Course Outline:

- Definition of concepts – Supply Chain & Supply Chain Management
- Supply Chain Segments – Plan, Source, Make, Deliver
- Sourcing, Outsourcing, Offshore, Onshore, Procurement
- Build Operate Transfer (BOT), Just in Time (JIT)
- , Lean Supply, Lean Management, Lean Inventory, Muda
- Strategic Sourcing Bullwhip Effect
- The Trend and Role of Supply Chain in Global Sourcing, Procurement
- Efficient Supply Chain, Responsive Supply Chain
- Risk-Hedging Supply Chain, Agile Supply Chain
- Understanding your Organization's Value Chain
- The role of procurement in actualizing goals
- Reasons for Outsourcing
- Supplier Selection - Criteria and Strategy
- Contract, Tenders & Bidding Processes
- Price and Lead Times
- Demand and Supply Management
- Forecasting Logistics, Reverse Logistics, Delivery Scheduling
- Inventory Control
- Assess the Supply Base
- Developing Sourcing Strategy
- Implementing Sourcing Strategy
- Institutionalizing Sourcing Strategy
- Why Create Deep Supplier Relationships?

- Framework for Structuring Supplier Relationships
- How Suppliers can help reduce cost, improve quality
- How suppliers can help develop new product, processes and services faster
- Understand how your Suppliers work
- Ensuring Communication and Training for Suppliers
- Building Suppliers technical Capabilities and Enhancing Supervision
- Total Cost of Ownership
- Measuring Sourcing and Suppliers Performance
- Measuring with Metrics – Key Performance Indicators (KPI)
- Performance and Quality
- Applying Supply Chain Management in Production or Manufacturing Operations
- Applying Supply Chain Management in Services
- Supply Chain Management as Part of Organizational ReStructuring
- Supply Chain Analytics and Modeling
- Best Practices in Supply Chain Management
- Supply Chain and Ethics
- Reviews and Case Studies

Who will attend?

- Supply Chain Managers
- Procurement Managers
- Supply Chain & Procurement Supervisors
- Contract & Logistic Managers/Supervisors
- Suppliers, Procurement core personnel

Course Duration: 5 Days

DATE: August 12 -16, 2019
VENUE: Houston

Contract Management & Legal Risks/Service Contracts In Oil & Gas Industry

In this era of complex business structures and market volatility in the oil and gas industry, the understanding of various contracts in the industry, drafting processes, vagaries of documents used, master service agreements such as issues of insurance, indemnity, liability, bodily injury and the management and negotiation of contracts have become very critical. A proper understanding of contract processes and implementation ensure good business and best practices. A faulted one could damage reputation, loss of revenue, uninsured losses, impaired careers, decline in business and even consequential litigation. This course will allow participants to understand the critical aspects of contract in the oil and gas industry, comparative analysis of various contracts, drafting of oil and gas service contracts. This training course is also aimed at equipping participants with various legal and insurable risk involved in service contracts, and tools to manage such risk and also get them prepared for consequences when questions start coming, and strategies for effective negotiation and conflict resolution. The overall interest is to protect the company's health, fairness to stakeholders, ensure adequate risk distribution, creation of values without tears of litigation.

COURSE OUTLINE:

- Trends and Changes Affecting the Oil/Gas Industry
- Understanding Contract
- The Essentials of Contract
- Fundamentals of drafting oil and gas contracts
- Overview of documents used in oil and gas contracts: Letter of Intent, Memoranda of Association, Confidentiality Agreement, Joint Operating Agreement, Operating Agreement, Farm- Out Agreement, et
- Key Issues in Forming a Contract
- Contracts Strategy
- Types of Contracts
- Contract Lifecycle
- Definition and Understanding of Contract Management
- Fundamentals of Contract Management
- Sovereignty and Petroleum Resources
- Introduction to Fiscal Terms/Petroleum Contracts and Comparative Analysis
- Fundamentals and Instruments of Fiscal Terms
- Impact of fiscal terms in oil and gas industry investment decision making
- Review of any countries PSC with view of understanding the tenets
- Understanding Key Terms – Bonus, Royalty, Cost Oil, Profit Oil, Tax Oil, Amortization, Ring Fencing Structures of PSC, Implementation of PSC
- The effect of fiscal term on investment reserves
- The effect of PSC and Service Contracts
- Impact of a country's fiscal terms on revenue generation

- Concepts of Economic Rent & Government Optimization Agenda
- Managing E & P Licensing agreements: accountability & Control issues
- Contract Risk Assessment and Management
- Managing Contract After Award
- Description of Master Service Contract
- Why Master Service Contracts are used?
- Major Provisions of Master Service Contracts
- Overview of Risk Analysis, Identification, Evaluation , Management
- Allocation of Liability & Risk Based on “Ownership” not fault Range of Risk Allocation – Unilateral, Narrow Reciprocal, Broad Reciprocal, Hybrid
- How do you risk operators?
- Risk Allocation/Insurance Indemnity for own fault Heavy burden
- Understanding Basic Indemnity Structures –
- Fault Based, Knock for Knock (regardless of fault)
- Role of Insurance
- Insurance Pitfalls
- Understanding your jurisdiction
- Knowledge of choice of law
- Belt and suspender approach
- Savings/severability claim Insurance protection
- Negotiation and Conflict Resolution in Contracts
- Mediation Arbitration & Clauses
- Risk management and value creation
- Workshop and Problem Solving
- Reviews

Who will attend?

- Contract Managers and senior personnel
- Contract Administrators & Supervisors
- Lawyers
- Commercial Managers & Administrators
- Project Managers and Leads
- Operations Management Supervisors
- Planning Supervisors and Administrators

Course Duration: 5 Days

Effective Public Relations & Crisis Management

Training Date: July 15 – 20, 2019
Venue: Houston

The complexity of today's business and the relationship between organization and stakeholders alludes to the fact that crisis could occur at any time in the day to day operations. Crisis is unpredictable event that could happen with or without warning and could harm the organization financially, socially or totally destroy the brand.

Therefore as PR helps to promote the values of an organization, organizations must be alert on how to effectively manage unpredicted events which could lead to crisis and destroy their relationship with the public. It entails strategic planning, communication and be proactive.

This course will teach participants on how to be prepared for crisis at any time and be able to strategic manage it effectively through planning, effective communication and response system.

Course Outline:

- Understanding Public Relations
- The global trend in public relations and business complexities
- Public relations values and evaluations
- Role of public relations in organizations
- Understanding public relations and crisis
- Definition of crisis and crisis management
- Differentiating risk and crisis
- Differentiating risk management and crisis management
- Impact of crisis management on business and organizations
- Effective approach to crisis management
- The PR role in crisis management
- Crisis in public relations
- Crisis types by attribution to crisis responsibilities
- Attribution theory-based crisis communications
- best practices
- Pre-crisis phase
  - Creating a crisis management plan
  - Crisis management team
  - Nominating a spokesperson
  - Training the spokesperson
  - Training the team
  - Pre-draft messages
  - Communication channels, Exercising
- Crisis response
  - Initial response
  - Reputation repair
- The 10 steps of crisis communications
- Common crisis management planning mistakes to avoid
- Effective disaster/crisis communications strategy and critical assumptions
- 13 Golden rules of PR crisis management
- Post crisis phase
- Review
- Film Clips and role play

Who will attend?

- Public Relations Managers
- Public Relations Supervisors
- Communications Managers, Supervisors
- Inter-government relations Managers, supervisors
- Community relations managers, supervisors
- Public relations, communications & Inter-government relations personnel

Course Duration: 1week

Course Location: Houston

DATE: July1- 12, 2019
VENUE: Houston

Managing Community Relations in Oil/Gas Industry

Managing relationship with host communities is very essential for smooth operation and to ensure good neighborly attitude. This entails protection of the ecology and harmonious relationship with the stakeholders through proactive strategies, policies, planning, communication, constructive engagements and resourceful agreements.

This training empowers oil and gas personnel that deals with host communities on how to relate with them, negotiate successfully, have respectful engagements and create a win-win situation for all.

Course Outline:

- Review of global trends impacting oil/gas industry
- Comparative analysis of oil/gas value chains
- Fundamentals of exploration and production in oil/gas industry
- Concepts of Host Community
- Understanding characteristics of oil bearing community
- Perception of oil bearing community
- The role of state , oil companies in oil bearing/host communities
- Why community relations?
- Importance of government affairs and community relations in oil/gas operations
- Social and economic Impact of oil and gas operations in host communities
    - Local economy
    - Employment opportunities
    - Education/Skill development

  Understanding Environmental impact and assessment of oil/gas operations in host communities

    - Noise pollution
    - Water pollution
    - Light pollution
    - Air pollution
    - Ecological degradation

- Review of the following concepts: Resource Allocation, Natural Resource Management, Local Content, Corporate Social Responsibility, Resource Nationalism, Expropriation, Appropriation
- Community relations global best practices
- Strategic guidelines for effective community relations
- Critical understanding of host communities
- Dynamic approaches to creating organization and community relations
- Creating organizational policies for community relations
- Community relations plans

- Fundamentals of risk assessment in oil/gas – Political, Security, Operations, Tactical, Technical, Financial, Commercial
- Understanding Risk – Risk analysis in oil/gas operations
- Quantitative and Qualitative risk analysis
- Broader understanding of project life cycle and risks involved in all stages
- Managing project risk
- Understanding security risk and management approaches
- Understanding and evaluating impacts of security risk – Economic, Societal, etc
- Risk – identify, assess, evaluate, mitigate, monitor, control
- Understanding - Local (Community) risk, National, International risk
- Management of these risks
- Strategic analysis and approaches to community risk and relations
- Management policies and regulations
- Elements of management
- Strategic approach to managing people and resources in host communities
- Culture and management
- Concept of diversity
- Global best practices in community risk management /ensuring principled relationship
- Fundamentals of crisis and crisis management
- Analysis of community crisis and case studies
- Types of crisis
- Economic effect of crisis on government, nation and host communities
- Principles of asset protection: Perimeter security area, access control, searches, cordons, surveillance patrols, camera, drones and other artificial intelligence techniques
- Critical risks in community crisis: Terrorism, kidnap, crowd control, shutting down of operations/flow stations, bomb warnings, explosives, firearms and weapons
- Security planning, crisis management and community relations
- Negotiation and conflict management in host communities
- Strategies and approaches to negotiation with host communities
- Conflict resolution with organization and host communities
- Conflict resolution policies and approaches
- Strategic approaches to constructive/collaborative approaches and respectful community engagement
- Psychology of engagement and persuasion
- Understanding the concept of B = f(P/E) Behavior is a function of personality and environment
- Emotional intelligence and community relation
- Communication and body language in community relations
- Defining social investment and understanding the concept
- Definition and understanding the concept of sustainability investment
- Dynamics of promoting sustainability

- Designing Social investment
- Development of KPI
- Three geographical levels for social investment – local, regional/national and international
- Measuring the objectives and success rates in social investment
- Public relations approaches in ensuring community relations
- Using social forum to enhance community relations
- Plans and Agreements in Community Relations
    - Comprehensive Drilling Plans
    - Geographic Area plan
    - Community Development Plan
    - Watershed Agreement
    - God Neighbor Agreement
    - Wildlife Mitigation Plan
    - Master Development Plan
    - Memorandum of Understanding
- Case studies
- Review of Film clips
- Summary

Who will attend?

The oil and gas industry is embroiled with risks of various kinds ranging from geopolitical, technological, commercial, financial, operations, security risk, etc.

Current market environment has indicated that security risk is the prevailing one that determines sustainable growth in the industry; attraction and retention of foreign direct investment.

Security risk could impair cashflow of companies and economy of producing nations. It also has adverse societal effects that could jeopardize peace and trigger restlessness between companies, government and host communities. Therefore, it is imperative to have a didactic understanding in managing security risk in oil/gas industry and ensuring sustainable community relations.

This course will enable delegates to understand various dimensions of oil/gas value chains and how to effectively identify risk at various levels and assess, evaluate, mitigate and control them. It gives a holistic approach on how effective leadership and management styles could be integrated with technology and better human relations could be used to create collaborations with host communities to ensure a win-win situation.

Course Outline:

- Review of global trends impacting oil/gas industry
- Comparative analysis of oil/gas value chains
- Understanding risk – Risk analysis in oil/gas operations
- Understanding and evaluating impacts of security risk – Economic, Societal, etc
- Risk – identify, assess, evaluate, mitigate, monitor, control
- Quantitative and Qualitative risk analysis
- Broader understanding of project life cycle and risks involved in all stages
- Managing project risk
- Introduction to security risk and management approaches
  Management security policies and regulations
- Security zones and risk mitigation control measures
- Corporate and operations risk assessment
- Performing security assessment
- Enterprise risk management measures
- Creating a corporate and operations security plans and effective implementations
- Agency physical security policy
- Organization's values
- Understanding loss and mitigation
- Crime management
- Emergency response and recovery
- Physical security – Perimeter zones, searches, access monitoring/control, surveillance, cordons, patrols

- Security/crime investigation
- Special risks – International terrorism, local terrorism, kidnap, crowd control, search techniques, arms and weapons
- Countering local terrorism and kidnapping negotiation
- Moral and ethics in security
- Integrating technology and physical security
- Applications of drones, fiber optics, cameras, others…
- Fundamentals of community relations
- Community relations
- Culture and diversity
- Crisis management plan and procedures
- Crisis management
- Crisis management communications/team
- Social media and effective public relations approach
- Understanding host communities and effective management
- Leadership styles and approached in creating community relation
- Creating and incorporating community relations plan in projects
- Influence of resource nationalism and local content on oil/gas industry
- Values added to local content by engaging host communities
- Understanding corporate social responsibility in oil/gas industry
- Differentiating charitable acts and corporate social responsibility
- The Golden Rule of CSR
- Concepts of extractive transparency
- Engagements and Security Panacea
- Synergy & collaborations
- The world of security and the community
- Case studies
- Review

Who will attend?

- Security managers, supervisors
- Community and public relations
- Facility managers, supervisors
- Health, Safety & Environment Managers
- Supervisors, Coordinators
- Professionals, relevant officers and personnel

Course Duration: 2 weeks

NEGOTIATION & CONFLICT RESOLUTION

Training Date: August 5 -10, 2019

Location: Houston / London, later in the year

In everyday life, we negotiate personally and professional. Governments, communities and businesses negotiate in various capacities. However, the basics of negotiations are the same.

Conflicts may arise or escalate when we fail to resolve the interests been pursued during negotiation process. In this regard we start working towards resolving the conflict so it won't get to the phases of mediation, arbitration or litigation.

The principles of effective negotiation and conflict resolution are very important in business and professional relationship and this is what this training will aim to teach participants.

Course Outline:

- What is negotiation?
- Negotiation styles , characteristics and impact
  - Focus and winning
  - Focus and reacting
  - Collaborative style
- Three steps to negotiation
  - Interest
  - Rights
  - Power
- Phases of negotiation
- The mind of a negotiator
- Negotiation and emotional intelligence
- Fundamentals of effective negotiation strategy
- Developing active listening
- Ethical issue in mediation
- Leadership and negotiation skills
- Definition of conflict
- Conflict and crisis
- Conflict resolution theory and practice
- Communication skills for negotiation and conflict resolution
- Mediation environment
- Two kinds of mediation – Interest based , Evaluative

- Mediation, understanding dispute resolution
- Arbitration
- Litigation
- Using alternative and other dispute resolution tactics
- Mitigating stress at the bargaining table
- Culture and negotiation
- Overcoming cultural barriers in negotiation
- Review
- Film clips

Who will attend?

- Lawyers
- Public relations personnel, supervisors
- Contract managers, supervisors
- Supply chain and procurement personnel
- Business managers/supervisors of all spheres
- Department and line managers
- Communication officers
- Labour and union leaders
- Professionals interested in honing skills on negotiation and conflict resolution

Course Duration: 1 week

Location: Houston / London, later in the year

DATE: 14 -19 October, 2019
VENUE: Houston/Florida

Advanced Negotiation & Strategies for Improving BATNA

Effective negotiation calls for advancement from the fundamentals, theoretical to strategic analysis and application of principles. As master negotiators navigate interest and options on the negotiation table, a critical skill in decision making and applications of best alternatives to a negotiated agreement (BATNA) become very critical. Therefore, knowledge on BATNA and how to improve it before going into negotiation is very essential in becoming a successful and effective negotiator.

This interactive course with lot of case studies will teach participants how to advance in high power negotiation and strategies for improving their BATNA in order to become more successful.

Course Outlines:

- Critical segmentations in negotiation
- Advanced negotiation strategies and steps
- Pathways to effective and successful negotiation
- Negotiator's nightmares
- Hard bargaining/negotiation tactics
- Why people are ineffective negotiators?
- Understanding the common problems in negotiation
    - Leaving money on the table (lose –lose negotiation)
    - Settling for too little (winner's curse)
    - Walking away from the table (Hubris)
    - Settling for terms that are worse than your current situation (Agreement bias)
  - Understanding negotiation myths
  - Key negotiation principles
    Best Alternative to a Negotiated Agreement (BATNA)
    Reservation Price
    - Bargaining Zone
    - Aspiration Level
- Understanding BATNA and its leverages
- The body and soul of BATNA
- Importance of BATNA for negotiation
- BATNA essential tips
- BATNA and Decision Tree Analysis
- How to boost your BATNA
- Access your BATNA , Take your BATNA to new level, Track BATNA, Anticipate hidden hazards of BATNA
- Strategies to weaken the other parties BATNA
- Common mistakes in the use of BATNA and when to unleash
- When to reveal your BATNA and Reservation Price

- Concession and Persuasion
- BATNA and Ethics
- Case studies
- Reviews

Who will attend?

Participant in this course must have participated in a fundamental class on negotiation and conflict resolution.

- Human Resources Managers and Supervisors
- Contract Managers
- Supply Chain and Procurement Managers, Supervisors
- Lawyers
- Public Relations Managers, Supervisors
- Community Relations Supervisors
- Line Managers
- Labor Union Leaders

Course Duration: 5 Days

Fundamentals of International Joint Ventures and Partnerships / Fiscal Terms in Oil Industry | Training Date: April 1 – 6, 2019 | Houston

This course is designed to equip professionals in the petroleum industry, and government advisors with vital knowledge of petroleum contracts, and implementation of successful joint ventures in the petroleum industry.

Participants will also learn how to draft contracts, MoUs, Letters of Interest; negotiate and resolve conflicts while navigating through the various important stages of oil and gas sales ,purchase and transportation contracts.

Course Outlines:

- Introduction/ Global trends in the oil and gas industry
- Review of contracts and project lifecycles in oil and gas operations
- Key Stages of oil and gas projects – Exploration, Development, Production, Abandon, Decommission
- Drafting Oil & Gas Contracts
- MoU, Non- circumvention Agreement, etc
- Classification of petroleum contracts (concession, petroleum sharing contracts, revenue sharing contracts, service contracts, risk , non –risk, partnership, etc.
- Drilling Contracts and alternatives
- Oil and Gas Interests – Fee, Mineral, Leasehold, Surface, Royalty, Carried, Production Payment and others
- Petroleum contract comparison – production, direct income for state, reserve estimation, tax advantages and pit falls
- Upstream Petroleum Agreement
- Downstream Petroleum Agreement
- Crude Oil Sales and Purchase Agreement
- Gas Sales, Purchase and Transportation Contracts
- Gas Sales and Purchase Agreements
- LNG Sales and Purchase Agreements
- The role of joint ventures in oil and gas industry
- Why nations and companies enter into joint ventures
- Industry trends and changes that impact joint ventures
- Strategies for partnering and partnering models
- Alliances, partnerships, and joint ventures
- Incorporated and unincorporated joint ventures, Chain joint ventures
- Joint venture operating principles and performance management
- Setting up joint ventures, essential agreements, issues, negotiations
- Managing joint ventures and funding
- Examples of successful and failed joint ventures and lessons learned from them
- Basics of Negotiation and Conflict Resolution
- Host Government on Contracts and Renegotiation
- Petroleum laws, local content policy and various government regulations
- Upstream, downstream and environment regulations and impact on the industry
- Joint venture operations – successes and failures
- Foreign Corrupt Practices Act, Sarbanes Oxley, Clean Air Act, Extractive Transparency.

Who should attend:

- Lawyers, Personnel in the Legal Department
- Contract Managers, Finance Managers/Supervisors
- Commercial Managers, Business Development and New Venture Managers, Project Managers/ Supervisors
- Geologists, Geophysicists, Engineers, Accountants
- Investors, Bankers
- Government officials that deal with petroleum contracts and regulations
- Every personnel that has something to do with petroleum contracts and investments

ENERGY & CORPORATE AFRICA

DATE: 22 – 27 July, 2019
VENUE: Houston

Cost Recovery Mechanism in Oil & Gas Petroleum Service Contract /Service Contract Training Course

Investments and revenues from oil/gas sector contributes strongly in shaping the economies of producing nations. Therefore, a critical understanding of various petroleum contracts, economic implications and their pros and cons have become very necessary.

Petroleum Service Contract and Service Contracts are the fiscal regimes uses in some of the producing nations. The understanding of the principles and strategies of Petroleum Service Contracts, how it works, and the various mechanisms such as cost recovery – cost oil, profit oil and audit/control measures stand out as very paramount in order to ensure a win-win situation and realization of objectives by host governments and foreign international companies.

This course will enable participants to:

- Understand the impact of petroleum contracts/fiscal regimes on development economics of host communities
- Have better understanding of the fundaments and strategies of Petroleum Service Contract/Service Contract to local economies and attracting foreign investments
- Have critical analysis and deeper knowledge on elements and structures of Petroleum Service Contract such as Royalty, Cost Recovery (Cost Oil), Profit Oil, Tax, Incentives, etc

- Keep abreast with cost allocation mechanism as it relates to cost recovery
- Acquire knowledge on audit and recovery issues
- Participants will also understand volume determination for PSC elements, the key conflict areas in cost recovery and have critical knowledge on resource rent and the economics of rent recovery
- It will also enable participants to broaden their knowledge on cost recovery model and critical analysis

COURSE OUTLINES:

- Overview of global trend in oil/gas market
- Understanding external and internal forces shaping global oil/gas market
- Introduction to oil and gas economics
- Government approach to oil/gas revenue and extractive industry
- Understanding local content and development economics as it impacts petroleum contracts
- History and fundamentals of petroleum contracts and various fiscal regime in the petroleum industry, differences, pros and cons
    - Concession
    - Joint venture
    - Sole risk
    - Petroleum service contracts

- Strategic Analysis and evolution of petroleum service contract
- Fiscal systems contractual stability for petroleum service contract
- Fiscal systems flow for PSC and aspects of PSC in various countries – Indonesia, Nigeria, etc.
- Fundamental approach to Service contract
- Basic structure and elements of petroleum service contract
    - Royalty
    - Cost recovery (Cost Oil)
    - Profit Oil
    - Income tax
- Effect of different contract elements on contract economics
- Understanding: Consequences for bad oil, Gaming of Cost oil, Perspective of Host Country on Cost Recovery, Perspectives of Cost Recovery, Negative Impact of Cost Recovery
- Other provisions of oil/gas contracts: Tax holidays, Investment tax allowances, Incentive & Penalty Calculations of Tax inversion
- Incentives – Incentive credits, tax burden shift, No Ring Fencing, Assurances of contract stability
- Differentiating taxation under joint venture , petroleum service contract and service contract
- Implications of reserve booking under joint venture and petroleum service contract
- Fundamentals and Principles of Petroleum Service Contract Cost Recovery Ceiling
- Petroleum Service Contract Cost Recovery Mechanism and Modeling (including Capital allowance, Allowable Intangible Costs, Investment Tax Allowances and the Recovery of Gas Cost from Oil Operations)
- Understanding PSC and Planning and Budgeting
- PSC – Audit and Monitoring
- Simulation framework for Petroleum Service Contract
    - Oil Price Stochastic Process
    - Mean – Reverting Process
- Realization of Oil Price Stochastic Process
    - Risk free interest rate
    - Volatility of Oil Price
    - Monte Carlo Analysis
- Scenario Design
- Review

Who Should Attend?

- Contract Managers and Supervisors
- Economists and Auditors
- Commercial Managers
- Accountants and Financial Analysts
- Project Analysts
- Managers and Project Supervisors
- Government agencies/personnel involves in oil/gas contract development and decision making

Venue:

Commercializing and Leading Change in the Oil/Gas Industry

DATE: 4 – 8 Nov., 2019
VENUE: Houston

Radical evolution in today's oil industry indicates that companies are struggling to maintain sustainable profitability. Transforming a national oil company to become a commercial entity or an existing organization to become more competitive goes beyond the rudiments of profitability in order to increase bottom-line. It is imperative to understand why an entity should be commercialized, the legal framework, vision, strategies, plans and steps towards the restructuring and commercialization and also building essential knowledge towards financial management.

This course is built to prepare workers and management of any entity that is going through restructuring or reforms towards commercialization to understand the essentials needed in such transformation and how to lead and manage the upcoming change.

Course Outline:

- Review of the evolution and transformation patterns in the oil and gas industry
- Why the cookie crumbled?
- Why commercialize an entity? Fundamental steps towards commercialization – Political, Legal, Economic (other internal and external environments)
- Aligning commercialization with government policy, visions, strategies
- Understanding essentials of corporate restructuring - portfolio, financial and organizational restricting
- Understand these concepts – restructuring, reengineering, restrategizing
- Understanding operational efficiency and effectiveness
- Understanding capacity building = human capital, financial, technology and equipment
- Understand the political, legal and economic frameworks towards commercialization
- Understand these concepts: Contracts, Joint Venture, Partnerships, Petroleum Service Contracts, mergers & acquisition, etc.
- Fundamentals of corporate finance
- Understanding financial statement, cash flow , profit, working capital , taxes, etc
- Rudimentary analysis of financial statements
- – liquidity ratio, asset management ratio, debt management ratio, profitability ratio, market value ratio, price/cash flow ratio, market/book ratio
- Understand comparative ratio and benchmarking
- Time value of money, future value, present values
- Risk, return and the capital asset pricing model
- Understand return on investments
- Stocks, stock valuation, and stock market equilibrium
- Managerial behavior and shareholder wealth
- Corporate governance
- Business risk and financial risk
- Capital structuring theory
- Leading and managing change
- Challenges and barriers
- Success steps
- Review

Duration: 1 week

ENERGY & CORPORATE AFRICA

Strategic Advancement and Agility in Today's Organizations | Dec 2 - 6

Course outline:

- Review of trend reshaping the oil and gas industry
- Understanding organizations, structures and the future trend of organizational development
- Discuss how organizational development can support future challenges and ensure high performance
- Understanding Strategy
- Fundamentals of strategic development and analysis
- Impact of internal and external resources in strategic development
- Why do companies plan? Understand planning as function of management
- Challenges and risk in poor strategies, plan and failure curves
- Planning , Strategies and Decision making
- Understand strategic, tactical and operational plans
- Understanding – strategic planning, strategic agility, organizational agility, corporate inertia, strategic ability/thinking, operational agility
- Understanding agile people, agile structuring, agile strategy
- Key enabling capabilities of strategic agility – strategic sensitivity, resource fluidity, collective commitment
- Understanding these terminologies: restructuring, reengineering, restrategizing, merger and acquisition and impact on organizations

The instability, volatility, regulatory reforms and triggering changes in the industry have made it imperative for companies that want to succeed, remain competitive and profitable to continue to fine tune their strategies more often and to remain agile. The current market condition have impacted operations significantly that companies are keyed into restructuring, reengineering, re-strategizing and into various organizational development and changes in a fast –paced environment in order to foster and excel.

- Measures for strategic objectives in the four perspectives of a company's Balanced Score Card
- Understand the Plan-Do-Check –Act (PDCA) Cycle
- Understanding the balanced Score Card and strategy map
- Using both financial and nonfinancial measures in evaluating and managing company's strategy
- Using a balanced score Card to represent cause –and –effect hypothesis of a company's strategy.
- The role of culture in driving strategy and organizational performance
- Understanding the role of organizational development in managing change
- Impact of Artificial Intelligence in Today's Organizations
- Innovation & Cost Reduction Strategies
- Impact of agility and resisting change in company's performance
- Examples of agile companies and those that fail because inertia
- How to over challenges of inertia and leading change within the current dispensation
- Review

ENERGY & CORPORATE AFRICA

Critical Thinking and Decision making in the Oil/Gas industry

DATE: 7 – 11 October, 2019
VENUE: Houston

Current changes in the oil and gas global market and the need for companies to remain afloat and ensure good bottom-line has made it very necessary for workers to think critically and make sound decisions as part of its transformational cost reduction strategy in reducing waste, ensuring high quality, productivity, boosting employees moral or internal culture, advance excellent customer satisfaction and good neighborliness.

This course explores critical thinking and decision making techniques to be an effective team member and manager in an organizational setting. Participants will focus on critical thinking and decision making methodologies and tools that could apply in various work and management concepts and processes that will help to create and maintain a high performance organization and in achieving desired goals.

Course outline:

- Review of the global trend in the oil and gas market
- Transformational changes required and desired by companies to meet up market demand
- Understanding critical thinking and its essentials
- Why critical thinking and how does it play in the oil/gas value chain and company's operations
- Six steps of Critical Thinking and different types of thinking
- Critical thinking development and stages
- Applying critical thinking in strategy formulation, planning and operational management
- Analyze critical thinking methods, tools and techniques in business scenarios and operations in oil/gas industry
- Apply critical thinking to problem identification and formulation
- Understand ways to use critical thinking to mitigate risk and uncertainty in business and company's operations
- Evaluate corporate social
- Understanding critical thinking and the application to the decision-making process
- Characteristics of decision making and advantages
- Consequences of poor decision making in operations management and leadership
- Understanding the four key factors to a business decision
- Understanding how to make effective decisions
- Understanding prospect theory
- Understanding and applying the following in decision making : Decision Matrix Analysis, Pareto Analysis, Paired Comparison Analysis, The Analytical Hierarchy process, Conjoint Analysis, Decision Tree Analysis, The Quantitative Strategic planning Matrix, Sensitivity Analysis and Fish Bone Diagram
- Methods of incorporating creativity into the decision making process
- Identifying opportunities to apply innovation and creativity into decision making
- Ethical issues and implications when making business decisions
- Understanding the impact and effect of culture in decision making

Understanding the relationship between planning, strategies, operations and decision

Course Duration:
Nov 12 -20, 2018
Houston

ENERGY & CORPORATE AFRICA

Fundamentals of Global Cultural Environment, Domestic and Foreign Corrupt Practice in the Oil/Gas Industry| Nov 18 -22, 2019 | Houston

The oil and gas industry is complex and within the gamut are various activities in the value chains that involves human interactions, negotiations and environments that could trigger cultural feelings, lobbying and emotions which could result in positive or negative outcomes. Due to the essential nature of oil and gas as global commodities and major revenue earners mostly for developing countries meant for economic and social developments, the need to ensure extractive transparency has become paramount. With new reforms, legislations and policies, it is no longer business as usual. Countries are bent on making the best usage of the revenues accruing from their natural resources in order to avoid mismanagement, looting and lack of transparency in transactions.

To avoid pitfalls in lack of transparency and shadiness, it is necessary that oil and gas workers , especially those who are in positions of decision making or awarding contracts should understand the global cultural environment that could influence bribery, and the legal implications of domestic and corrupt practice act as is rigorously pursued by many countries and United States government.

Course outline:

- Understanding the oil and gas environment and current trends reshaping the industry
- Review of business and government
- Discuss and understand business and ethics
- Differentiate between gift, charity and corporate social responsibility
- Understanding corruption and methods of corruption
- What influences corruption?
- Understanding the Foreign Corrupt Practices Act?
- Anti-bribery provision and facilitation of payment
- Understand your company's risk of being involved in international bribery
- Understand all 3rd party involved in your company's business
- Creating internal control and compliance
- Sarbanes Oxley
- Ethical issues and challenges
- Concept of Whistle blowing

Understanding global cultural environment and how

- Understanding global cultural environment and how it influences corruption
- Analytical approaches to cultural factors – Maslow's hierarchy of needs, Hofstede's national culture dimension, Inglehart's world value survey, Schwartz's cultural value orientations, Leung & bond's social axiom
- Understand environmental sensitivity and cross-cultural complications
- Making management and operations people know what can put them in trouble from regulatory and legal standpoint
- Understanding extractive transparency and ant-corruption policy /compliance
- Role of the compliance officer
- Legal risk , consequences and failed companies/individuals
- Overcoming challenges
- Lessons learnt
- Review

Who will attend?

- **Managers**
- **Supervisors, Inter-government relations personnel**
- **Accountants, Finance and Commercial Officers**
- **Lawyers, Procurement Officers**

Non-Technical Risks in E & P Projects | Sept 3 – 17 | Houston

As oil and gas operations is becoming more complex and expanding in geographies, the interaction of the players and external stakeholders are also increasing. These interactions could lead to some downsize risk and these could also generate interactions with regulatory agencies, public, community, socio-economic, governmental and environmental organizations.

Non-technical risk if not well handled could be very catastrophic. It has the tendency to mar, delay operations, erode project values and could be very costly. In order to ensure successful executions of technical projects and realization of corporate objectives, companies must pay attention on non-technical risks and balance its mitigation with technical risk in order to remain successful.

Course outline

- Review of oil and gas value chain Understanding the complexity of the oil and gas environment
- Understanding your company's primary activities in the value chain and the concepts of competitive advantage
- Understanding external and internal forces impacting the oil and gas industry
- Understanding project risks – Technical and Non-Technical Risk
- Identifying, Evaluating, Assessing, managing & Controlling Risk
- The concept of Non-technical risks in E & P Projects/Sources
  Regulatory
  Public
    - Socio-economic
    - Governmental and Environmental Organizations
    - Partners/Co-Ventures
    - Stakeholders
    - Contractors
    - Legal
    - Community crisis
    - Corporate Social responsibility
    - Local content
    - Health Safety Environment
    - Security
- Proactive management of Non-technical risks at project and portfolio/country level
- Impact of Non-technical risk on value erosion
- Impact of Non-technical risk on Net Present Value (NPV)

Course Duration: Sept 3 - 17 | Houston

Who will attend?

- **Non-Technical Managers and personnel**
- **Entry Technical personnel**

ENERGY & CORPORATE AFRICA

Value Added to Local Content through Transformation from Local Partners to Original Equipment Manufacturer | May 4 -20, 2018 | Houston

The need to actualize values in the implementation of local content policy by ensuring maximum participation of local companies in the running of the oil and gas industry, and eventual growth to transform national economies through partnerships of various kinds with international companies and enhancing capacity building has become very paramount.

This course will prepare local companies that are representatives and partners of international companies interested in becoming OEMs, contract manufacturers or full service providers on the strategic, technical, legal and financial steps towards achieving their objectives and also how to make solid decisions and manage risk during the transformational to operational period.

Course Outline:

- Understanding global trends in the oil and gas industry
- Review of Oil and Gas value chains
- Review of local content policy and comparative analysis of local content outcomes in Nigeria, Norway, Brazil, Malaysia
- Benchmarking and metrics for measuring input of local content in national economy development
- The concept of local companies establishing partnership, agency and joint venture with international companies
- Selecting partners and building deep relationship
- Industrial policy measures
- Transforming oil wealth to broader based industrial wealth
- Transfer of technology?
- Introduction to the concepts of Original Equipment Manufacturer (OEM), Small Medium Enterprise (SME), Contract Manufacturer (CM) and local representatives
- Why OEM and SME?
- Selecting OEM partner and review of typical OEM agreement
- Understand the following concepts: Globalization, Outsourcing, Offshoring
- Overview of Build - Operate - Transfer (BOT), Build –Operate-Own-Transfer (BOOT), Design – Build – Operate (DBO), and Concessions
- Contractual Structures
- Migration from local representative, partner to OEM
- Contractual Structures
- Migration from localrepresentative, partner to OEM
- Understanding your value chains, core competency, comparative strategy and comparative advantage
- Organizations, Organizational Structure, Organization Culture
- Lessons acquired as a local content partner, implications and applications
- Fundamentals of establishing OEM and becoming Contract Manufacturer
- Understanding business law, business plans, business model
- Understanding Intellectual Property (IP), Patent Law and global issues
- Choosing your product or service
- Understanding what your consumers or industry want
- Location , localization and industry clusters
- Managing an OEM agreement or running independent operations
- External and Internal Forces that could drive your business
- Operations & Supply Management Strategy
- Review of concepts:
- Lean Manufacturing, Just –in-Time (JIT), Total Quality Control, ISO , International Standards, Specifications and , Six Sigma,Manufacturing Strategy, Business Process, Re-engineering
- Understanding Product design process, product development process
  - Technology Push Products
  - Platform Products
- Customized Production Processes
  - Make-to-Stock
  - Assemble-to-Order
  - Make-to-Order
  - Engineer-to-Order
- Organization of Production Processes
  - Work Center, Manufacturing Cell
  - Assembly Line, Continuous Process
  - Product- Process Matrix
- Improving Metrology (Measurement), Standards, Quality & Productivity
- Understanding your Break Even Point, Break Even Analysis
- Economic Analysis of Product Development, Sensitivity Analysis to understand Product Tradeoffs
- Creating Marketing Plans , Understanding Product Life Cycle
- Fundamentals of Organization and Production Management
- Capitalization for establishing OEM - Fund Sourcing and Debt Management
- Risk Management & Critical Decision Making in Operating OEM
- Case Studies

Duration: 2 weeks

Who will attend?

- Managers of all spheres
- Local content focal points
- Procurement & supply chain officers
- Operators, Govt. agency reps.
- Lawyers, commercial personnel

Strategic Financial Management in the Oil and Gas Industry

This hands-on, practical course gives non-financial managers and senior professionals an understanding of accounting and financial essentials. Participants will become more aware of the financial impact of their decisions and their contribution to the profitable operation of the company. You will acquire the financial tools needed to effectively plan, budget and control an organization, whether you manage a department or the entire company. Program director, Peggy Hedges, is a financial expert who combines technical "know-how" with the ability to communicate ideas effectively.

Course Outline

- Overview of oil & gas industry value chains
- Global trends and best practices shaping the oil/gas industry
- Introduction to oil/gas Financial Management and Financial Environment
- Principles of Financial & Management Accounting

Understanding and Developing Financial Statement

- Income Statement
- Balance Sheet (Statement of financial Position)
- Cash flow Statement

Financial Performance and Analysis of Financial Statement using Ratio Analysis

- Liquidity Ratios
- Asset Management Ratios
- Debt Management Ratios
- Profitability Ratios
- Market Value Ratios

Oil and Gas Company Financial
Valuation of Company
Corporate Valuation Model and Dividend Growth Model
Value- Based Management and Corporate Governance
Oil and Gas Valuation
Financing the Corporation
Assessing Capital for Projects
Capital Structures, Investment Planning and Analysis
Capital Investment Decisions
Mergers & Acquisitions
Risk Management
Identifying the major Risks in the Oil & Gas sector

Sensitivity Analysis
Modeling Risk & Uncertainty
Scenario Analysis
Break Even Analysis
Global Best Practices
Review

Who Should Attend

Auditors
Financial personnel
Contract/Commercial supervisors
Accounts Personnel
Personnel in service sector that wants to understand strategic financial management in the oil/gas sector

Date: April 23 -26, 2018

Location: Houston

Implementing Petroleum Service Contracts and Application of Petroleum Economics

June 4 -18, 2018 | Houston

This course is designed to:

- To acquaint participants with the changes and trends in global oil industry as it relates to contracts
- To provide delegates with the knowledge and skill for understanding PSC and be able to implement it effectively
- To provide insight on the impact of PSC and fiscal regime in the production of oil and gas and attracting new investors
- To create effective strategies in managing and leading changes expected to be triggered by the implementation of various petroleum contracts
- To understand the fundamentals and instruments of fiscal regime
- Gain understanding of key commercial and legal issues on exploration, development and production activities that impact the success and profitability of petroleum sharing contract
- Be able to compare and contrast petroleum sharing contract (PSC) model with other terms
- Understand how best to realize the revenue potential of oil and gas through PSC
- Understand reserve treatment and issues for PSC
- Understand issues with PSC and Service Contracts
- To have good insight into Petroleum Economics and Hydrocarbon Accounting
- To provide knowledge for the employees to understand economic analysis in fiscal terms
- Necessary regulatory bodies and global best practices for implementing fiscal regimes.

Course Outline

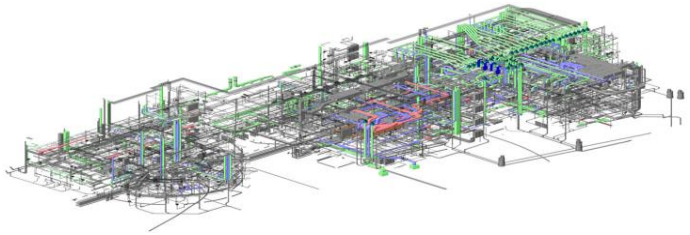
- Changing trends in oil and gas industry
- Sovereignty and Petroleum Resources
- Introduction to Fiscal Terms/petroleum contracts and comparative analysis
- Fundamentals and Instruments of Fiscal Terms
- Impact of fiscal terms in oil and gas industry investment decision making
- Review of any countries PSC with view of understanding the tenets
- Understanding Key Terms – Bonus, Royalty, Cost Oil, Profit Oil, Tax Oil, Amortization,Ring Fencing
- Structures of PSC
- Implementation of PSC
- The effect of fiscal term on investment reserves
- The effect of PSC and Service Contracts
- Impact of a country's fiscal terms on revenue generation
- Concepts of Economic Rent & Government Optimization Agenda
- Managing E & P Licensing agreements: accountability & Control issues
- Competitive Bidding rounds
- Fiscal Stability
- Cost Recovery Mechanism
- Petroleum Economics and Hydrocarbon Accounting
- Reservoir Analysis
- Economic Analysis – Project Cash Flow, Estimation of Profit or Loss, Project Ranking
- Net Cash Flow forecasts and the effect of fiscal terms
- Taxation and its effect on investment decisions
- Financial, Technological, Political & Geological Risks Analysis
- Application of Decision Tree, Monte Carlo Analysis
- Cash Flow, Net Present Value, Present Value, IRR, PVI
- The effect of fiscal terms on incremental field development
- Economics of Upstream from Well to Pump
- Downstream Economics
- Economics of Oil & Gas Transportation and Storage
- Hedging and Oil & Gas Market
- Comparative Analyses of fiscal terms
- Strengthening Fiscal Institutions
- Ensuring Fiscal Sustainability and Managing Volatility
- Best Practices for Implementing PSC
- Legal issues affecting Unconventional oil and gas development
- Contract Integration
- Perspective of Operators/ Service Companies
- Risk Management and Value Creation
- Corporate Social Responsibility & Local Content
- Extractive Transparency & Foreign Corrupt Practices Act
- Case Studies

Who should attend

Lawyers, marketing managers, accountants, commercial and contract managers, Government Advisors, Regulators,Economists, Geoscientists, Geologists and Engineers

ENERGY & CORPORATE AFRICA

Advanced Project Management in the Oil and Gas Industry



March 18 – 22, 2019

Houston

- How to manage and lead projects from the basic to advance level
- How to think , execute and manage as a leader
- Innovative thinking and leadership techniques for managing projects
- Explore latest updates relating to the global market and various environments impacting project management and leadership
- How to ensure high performance in managing complex and capital projects
- How to inspire and motivate teams
- Understanding leadership styles and applying it to project management
- How to manage stress and emotional intelligence amid project complexities
- How to remain competitive and manage change in multidimensional activities
- Application and comparison various of various project management tools
- Fundaments of managing capital projects

Course Outline:

- Defining project, capital projects and its complexities
- A world of projects , why projects continue to emerge everyday and global trends on project development
- Project life cycle and project management
- Identifying, Planning, Organizing, Executing, Controlling and Closing Out Projects
- External and Internal Environments impacting project management
- Project management and leadership
- Managing, Leading, & Inspiring Teams
- Agile and Waterfall projects
- Comparing Traditional Management and Scientific Management
- Impact of technology and big internet on project management
- Applying Stress management and emotional intelligence in project management
- Understanding challenges in managing complex projects
- Innovative and System Thinking
- Collaboration and tools for Project Management
- Effective Collaboration and Communication in dynamic project teams
- Project processes, overcoming bottlenecks and multi-layer constraints
- Capital Projects and Management
- Budget, Profitability, Cost – Cost Management and introduction to financial management
- Critical areas of Engineering, Procurement, Construction , Installation and Management in Projects
- Operations and supply change management
- Supplier relationship
- Decision making techniques- Pareto Charts, Histogramss, Decision tree, etc
- Data and information management during project leadership
- Remaining compliant and ensuring best practices
- Safety , Quality and Environmental Metrics/Performances
- Lean Management, Total Quality Management, Six Sigma, etc
- Risks – Project, Human, Material, Capital, Geopolitical, etc
- Risk Management
- Maximizing profitability, improving efficiency with effective risk management
- Applying project and risk management tools
- Monte Carlo, Stress Techniques, etc
- Stakeholders management and effective way of managing stakeholders complexity
- Understand the contract terms
- Negotiations and Conflict resolutions
- Successful and Failed Capital Projects - Case Studies and Lessons Learned

Who should attend?

- Senior Managers that are advancing in project management
- Project leaders in various fields
- Commercial and Contract managers
- Lawyers
- Bankers involved in advanced projects

Course Duration : 10 Days

ENERGY & CORPORATE

Engineering Procurement and Construction (Construction Management)

July 22 -- 26, 2019 | Houston

The complexities and challenges involved in managing EPC projects in today's competitive environment whereby cost is required to be adequately controlled have made it necessary that in order to ensure success, control loss and mitigate risks, managers or officers involved in managing EPC projects must have fundamental knowledge of various aspects of the contract, understand responsibilities, with adequate knowledge on the current financial market situation with project management skill to coordinate all the EPC arms.

Course Outline

- Overview of Engineering Procurement and Construction (EPC)
- Differentiating between Engineering Procurement and Construction (EPC) and Engineering Procurement and Construction Management (EPCM), EPCI – Engineering Procurement. Construction and Installation
- Why do companies go into EPC and EPCM?
- Advantages of EPC and EPCM
- The coordinates of Engineering, Procurement, Installation & Commissioning
- Introduction to Project Management
- The Bridge between Project Management and EPC/EPCM
- Understanding the engineering aspect of EPC
- Economic assessment of projects and feasibility studies
- Decision Making Tree in Deciding Projects
- Drafting Project Implementation Notes: Strategies
- Front End Engineering and Design (FEED)
- Setting up engineering design team
- Specifications and compliances
- Strategic Planning
- Developing procurement strategy, procurement processes
- Introduction to Operations and supply chain management
- Contracts management
- Drafting contracts, Key processes in contracts, key contracts and legal terms
- Tendering, bidding, negotiation
- Contract Analysis
- Vendor selection and qualification
- Contractors relationship
- Contractual risk management, Contract Dispute resolution
- Legal and commercial issues on contract
- Construction and project management
- Team building
- Project risk management
- Legal issues and challenges
- Time management
- Inspection, Quality, HSE
- Distant Project Management
- Community Relations
- Successful & Failed EPC
- Review

Who should attend

- Engineers, Technical Directors,
- Project managers, Accountants, Contract Managers,
- Contractors, supervisors, and personnel that would benefit from this course.

Course Duration: 1 week

ENERGY & CORPORATE AFRICA

Petroleum Economics

July 2 – 14, 2018

Cost is always a major driver in the choice of projects based on process, technology and investments. With the current changes in the industry, coupled with price volatility amid stiff competition, companies will continue to seek ways to ensure operations at reduced cost, while maintaining quality and efficiency.

The essence of this course is to give all possible options in handling projects when it comes to technology to be used, equipment, processes and considering other factors through economic evaluation, and affording companies the basis of making informed decision.

Course Outline:

- Overview of E & P in oil and gas industry
- Role of Oil and gas in the global economy
- Factors affecting the price of oil in the global market
- Introduction to oil/gas economics and ket terms
- Key economic concepts of supply, demand, sunk-in cost, opportunity cost, scarcity, choice, decision making
- Investments in the oil and gas industry (upstream, midstream & downstream)
- International finance
- Evaluation of investments in the petroleum sectors
- Processes, Equipment & Vessels used in oil and gas production
- Time value of money
  Undiscounted measures of value, Discounted Measures of value (NPV, IRR, etc.)
- Interpretation of measures , Investment Analysis
- Future Values, Present Values, Annuities
- CAPEX, OPEX, RAMEX, RISEX
- Economic Modeling of projects based on process, equipment vessels
- Conventional and Unconventional (Alternative Methods)
- Raising Capital for Investments- Debt, Equity, etc.
- Capital Structures for Oil and Gas Companies
- Cost of Capital
- Determining Cost of Capital for Projects
- Adjusting the Cost of Capital for Risk
- Risk -Project Risk , facilities Risk, Financial Risk, Operational Risk, Legal Risk, geopolitical Risk
- Government and Economic Divers of Risk
- Risk Identification, evaluation
- Risk Transfer, Mitigation
- Enterprise Risk Management
- Decision Making
- Downstream Petroleum Economics
- Essential Offshore & Onshore Petro-Economics
- Petroleum Trading – Economic Considerations
- Asset Management based on Economic Considerations
- Case Studies & Reviews

Who Should Attend

- Commercial Managers, Project Managers.
- Contract Managers, Project Engineers,
- Finance Managers, Technical
- Non -Technical Supervisors, Employees that will benefit from this course in carrying out their responsibilities.

Course Duration: 1 week

ENERGY & CORPORATE AFRICA

Strategic Project Performance Monitoring and Evaluation

October 14 – 18. 2018 - Houston

Project performance monitoring and evaluation are crucial aspects of the implementation stage of in a project life cycle. The success or failure of any project could depend strongly on the monitoring which helps to ensure that specified goals are achieved and the outcomes that emanate through the evaluation process could be used for continuous improvement among the stakeholders' organizations.

At the end of this course, participants will:

- Learn proper skills and knowledge for effective project performance monitoring and evaluation
- Understand the concept of effective project monitoring and evaluation and how to apply them
- Be able to design, plan, implement project monitoring and evaluation system /plans
- Report evaluations in a proper manner

Course Outline:

- Defining project. ***"A World of Projects"***
- Overview of Project Management
- Project life cycle
- Definitions of Project Monitoring and Project Evaluation
- Introduction to Monitoring & Evaluation
- Terminologies, Critical Issues and Current Global Debate on Project Monitoring & Evaluation
- Differences between Monitoring and Evaluation
- Relationship between project implementation and project monitoring and evaluation
- The concept and components of effective Project Monitoring & Evaluation
- The concepts of Result –Based Management (RBM)
- Design Components of project monitoring and evaluation
- Setting Project Objectives and targets that facilitate effective Monitoring & Evaluation
- Planning for and Executing Monitoring and Evaluation Processes
- Logical Framework Analysis
- How to develop LogFrames and
- Earned Value Analysis
- Indicators – Input, Process, Output indicators and Impact
- Collecting Data , Techniques, and Managing Project Records
- Qualitative & Quantitative Data
- Strengths and Weaknesses in using Qualitative and Quantitative Data Collection Techniques
- Collecting Data through Samples, Participant Observation, Interviews, Surveys, Open-ended, Focus Group Interviews, Questionnaire Design, Sampling methods
- Identify Data collection tools to be used at each M & E Level
- Data Comparability
- Data Quality Checks
- Analyzing and Evaluating Data
- Performance and Impact Evaluations
- Reporting and Communicating M & E Findings to funders and implementers
- Deciding which Reporting Method to be used
- Using Data for decision Making
- Writing Effective M&E Report
- Best Practices and Ethics for Effective Project Performance, Monitoring & Evaluation
- Case Study: Discussion and designing M & E on a major capital project.

Who should attend:

- Managers and Supervisors
- Project Managers
- Project Engineers and Leaders
- Project Directors
- All Officers Involved in Project Monitoring and Evaluation
- Project Analysts

ENERGY & CORPORATE AFRICA

Risk Management and Decision Making in the Petroleum Industry

April 1 – 5, 2019 | Houston

Managing risks and taking decisions are vital functions of management. The survival, productivity and profitability of an organization depend on how well managers were able to manage risk and make sound decisions.

Companies in oil and gas industry are faced with vagaries of risks depending on the nature of their operations. However, risk management and decision making are not inseparable in management especially in high performance organizations. Companies at any given time are faced with various risks be it natural, man - made or operational.

This course is designed first to give participants comprehensive knowledge of risk management and decision making in the E & P processes of the oil industry. The course can also be tailored to specific company and department needs based on request.

Participants are expected to understand what risk means, evaluate risk, apply risk, manage risk and make decisions.

Course outline:

- Introduction to the oil and gas industry
- Global trends and future of the oil and gas industry
- Understanding risk, evaluate risk and manage risk
- Hazard Identification & Evaluation (HAZID, HAZOP)
- Quantitative risk analysis
- Security threat
- Hazards and risk analysis
- Catastrophic evacuation modeling and planning
- Finance and investment analysis
- Evaluating E & P investments
- Corporation and Financial risk
- Human capital risk
- Project risk
- Defining Decision Making
- Decision Making as a managerial function
- How Managers and Leaders make decision
- Decision Making Processes, Techniques and Steps
- Decision Analysis
- Simplifying Decision Making
- Investment Decision Making in Oil and Gas Industry
- Upstream and Downstream Decision Making
- Capacity Building Decision Making
- Decision Making Tools
- Sensitivity Analysis
- Operations management and decision making
- Application of decision making and risk analysis
- Information concepts, sensitivity analysis
- Monte Carlo Simulations
- Decision Making Tree Analysis
- Uncertainty and Risk
- Risk Events – Venn Diagrams, Probability Trees and Joint Probability Tables
- Good and Bad Decisions
- Analysis Paralysis
- Implementing Decision Analysis – Problem Framing for good analysis
- Why Managers and Smart People Sometimes Make Dumb Decisions (Discussion)
- Challenges and Obstacles
- Case Studies on Good Management Decisions and Decisions that went bad- Consequences

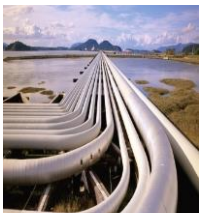
Who should attend:

- E&P Managers, finance managers and personnel
- Engineering managers, geologists
- Managers of various Departments that will benefit from this course
- Strategic and economic planning personnel

ENERGY & CORPORATE AFRICA

Project Finance/ Infrastructure & Private Public Partnership.

Course - April 29 – 1st May, 2019 | Houston

As nations, companies, public and private organizations go into large-scale projects for growth, expansion, change and ensure economic development, the critical knowledge of the fundamentals, technicality and application of project finance infrastructure and private public partnership become very essential.

This course will enable professionals to acquire skills and have better understanding of the fundamentals of project finance infrastructure/PPP and how to structure deals. It will also guide them on how to identify, screen deals and mitigate risks that may cause project failures. They will also be equipped with knowledge on how to make deals succeed to avoid colossal failures.

Course Outlines:

- A World of Projects
- Definition of Project
- Project Lifecycle
- Fundamentals of Project Management
- Overview and Definition of Project Finance
- Project Finance and Financing a Project
- Project Finance and Corporate Finance
- Why Project Finance and Who uses Project Finance
- Fundamentals of Basel 11
- - Project Finance
- -Object Finance
- -Commodities Finance
- -Income – Real Estate Finance
- Risks associated with PF (Symmetric, Asymmetric and Binary Risks)
- Requirements to Finance Off-Balance Sheet
- Attributes of Project Companies in Special Purpose Vehicles (SPV)
- Identification and Screening of Projects
- Values of having PPP frameworks
- Stages of PPP frameworks
- Roles and Responsibilities Allocation of PPP
- Key Infrastructure/PPP Financing Contracts – The Concession
- Concession Responsibilities
- Grantor Responsibilities
- Payment Methods, Penalty Regimes, Termination
- Relief & Force Majeure
- Principles and Techniques of facilitating Public Financial Management
- The Project Finance Infrastructure/Private Public Partnership Regulatory and Public Sector
- Oversight
- Global Best Practices, Transparency and Oversight of PPP
- Case Studies
- Summary
- Conclusion

Who should attend?

- Contract Manager, Supervisors
- Project Finance Professionals from companies, private and public sectors
- Government Officials
- Project Finance Advisors
- Engineers
- Regulators/Compliance Officers
- Lawyers and Legal Advisors
- Risk Manager
- Any Personnel that would benefit from the knowledge/skill of Project Finance /PPP

Course Date:

Venue:

Course Fee:

Strategic Deepwater Operations & Management

October 21 – 36, 2019
Houston/Galveston

Deepwater operations and investment are growing strongly as the bid to maintain expected production and ensure business optimization becomes very important. The exploration and development of deepwater assets are faced with multiple challenges, ranging from huge capital investment required to keep operations going, need for skilful and experienced human capital, demand for continuous capacity building, the intensity of deepwater working environment, need to maintain progressive operations, assuring competency, adequate planning, risk management, keeping abreast with technological changes, maintaining equipment reliability , with robust integration of the entire value chains.

Therefore, understanding the complexity, challenges, humongous risk involved and great importance of deepwater operations in boosting productions and business profitability warrants performance enhancement, continuous capacity building and better knowledge of deepwater activities, operations , equipment, technology, economic, regulation, ecology , security and risk mitigation strategies.

This course will enable participants to understand best practices in deepwater planning, operations, regulations, management and control. It will also afford participants better understanding of equipment and technology used in deepwater rigs and operations and how to ensure maintenance, security, safety, environmental protections, and above all good community.

Course Outline

- Overview of Deepwater History Fundamentals of Deepwater operations in Oil & Gas Value Chain
- Deepwater Economics and Investment Decision Making
- Strategic Analysis of Deepwater Operations
- Internal and External Factors Impacting Deepwater Activities
- Regulations, Security & Community Relations in Deepwater Operations
- Marine Ecology
- Planning, Project Readiness Evaluation and Deepwater Technical Competence
- Defining Prospect
- Deepwater Drilling Performance
- Reservoir Characterization
- Deepwater Completions
- Deepwater Production
- Managing the increase in deepwater activity
- Deepwater Rigs Equipment
- Controls
- Emergency Disconnect
- Asset Integrity and Maintenance
- Technology for Optimization
- Impact of Artificial Intelligence on Deepwater Operations
- Disruptive and unconventional Technology and Deepwater Operations Deep Supply Chain Management
- Deepwater Safety
- Risk Management
- Deepwater Security Management
- Community Relations and Local Content issues
- Review

Who will attend?

- Deepwater operators
- Deepwater operations planning managers/supervisors
- Drilling supervisors
- Deepwater Maintenance supervisors
- Senior Equipment Handlers
- Maintenance and Service Companies
- Drilling Contractors
- HSE Officers

ENERGY & CORPORATE AFRICA

ENERGY & CORPORATE AFRICA

Fundamentals of Natural Gas Production and Treating

To function effectively and avoid hazards, personnel working in gas facility have to understand the fundamentals and processes for the production of natural gas and how it is treated.

This course will provide participants with overviews of natural gas production and various merits attached in the application of gas plant processes, HSE considerations and various economic options in operating plants.

Course Outline:

- Overview of hydrocarbons exploration and production processes
- What is natural gas and its position in the global energy mix
- Natural gas global market and trends
- Overview of oil and gas reservoirs
- Drilling of gas well
- Exploration wells
- Data collection – coring and wirelogging
- Gas reservoir and stages in life of a reservoir
- Reservoir management
- Gas/Oil Ratio (GOR)
- Gas Field Development Plans (Onshore/Offshore)
- Types of Gas – Associated, Non-Associated, and Condensate Gas
- Natural and Secondary Productions of Gas
- Natural Gas Chemistry
- Natural Gas Processing Plants
- Advantages and Disadvantages of Plants
- Economic Consideration in Choosing Plants
- Gas Treatment
- Purification Levels
- Acid Gas Disposal
- Hydrogen Sulfide Removal
- Carbon Dioxide Removal
- Removal Processes
- Solvent Absorption
- Physical Absorption, Hybrid
- Comparison of chemical and physical solvents
- Amines – Basic Amines Chemistry, Amine Reclaiming
- Heat of Reaction
- Process Flow Diagram
- Operating Issues – Corrosion, Solution Foaming, Heat Stable Salt
- Distillation – Liquid Removal
- Cryogenic Fractionalization
- Fundamentals of Membrane
- Operating Conditions
- Safety and Environmental Consequences
- Risk Analysis & Management
- Global Regulations and Audits
- Gas Monetization
- Standards, Cases and Reviews

Who will attend:

- Managers
- Engineers
- Technicians
- Inspectors and Field Supervisors
- Health, Safety , Environmental Officers
- Government Regulators

Course Duration: 5 Days

Gas Measurement, Audit and Troubleshooting

With the market uncertainties and need to ensure efficiency, it is proper that natural gas producing countries and companies must ensure that their workforce has the needed skill in measuring natural gas in order to avoid loss of revenue and also ensure accuracy in their reports.

This course will provide participants with theoretical knowledge and practical skill in the practice of gas measurement, auditing and troubleshooting operations

- Fundamentals of Natural Gas Production
- Properties and Behavior of Natural Gas
- Global Natural Gas Market – Issues and Challenges
- Fundamentals of Gas Measurement
- Gas Flow
- Flow Measurement – Ultrasonice, Turbine
- Coriolis, Vortes and Insertion Meters
- Transmitters and Flow Calibration
- Pressure Regulators and Control Valves
- Gas Chromatograph
- Moisture, Hydrogen Sulfide Analyzers and Odorization
- Carbon Dioxide Removal
- Distillation Processes in Gas
- Gas Transportation
- Design, Engineering, Operations & Maintenance of
  Gas System
- Safety and Hazard Controls
- Facility Operations
- Risk Management
- Case Studies

Who will attend:

- Engineers
- Inspectors, Supervisors
- Technicians
- Government Regulators
- HSE Personnel
- Auditors

Course Duration: 1 week

Managing Hydrogen Sulfide in Hydrocarbon Operations and Impacts

Hydrogen Sulfide is a by-product of many production operations. It is a flammable, colorless gas that is toxic at extremely low concentrations, smells like rotten eggs and accumulates in low-lying areas. Hydrogen Sulfide production is not only hazardous to the health of operation workers; it negatively impacts the environment and could lead to equipment failure. The flaring operations associated with Hydrogen Sulfide also generate Sulfur Dioxide which is another toxic gas.

Managing hydrogen sulfide always pose a big challenge in various aspects of hydrocarbon operations, refinery, transportation, infrastructures and communities.

Course Outline:

- Overview of reservoir and gas production
- Production of Hydrogen Sulfide during Operations
- Properties and Behavior of Hydrogen Sulfide
- Hydrogen Sulfide presence during drilling of wells
- Hydrogen Sulfide presence in crude oil (sour crude)
- Hydrogen Sulfide produces during refining – Hydrocracking, hydrolysis
- Hydrogen Sulfide in Storage and Transportation
- Well control
- Hydrogen Sulfide and Rigging Up
- Impact of Hydrogen Sulfide during Tripping Out-In
- Casing Operations and Hydrogen Sulfide
- Maintenance Activities
- Release of Hydrogen Sulfide and Monitoring
- Detection Methods and Techniques
- Permissible Exposure Limit (PEL)
- NIOSH Classification of Hydrogen Sulfide Hazard Areas
  Physiological Effect
- Confined Space and enclosed facility entry procedure
- Treating Drilling Fluids before encounter with H_2S
- Wind direction awareness and routes of egress
- Safety Issues
- Emergency Response Procedures, corrective action and shutdown procedures
- Effects of Hydrogen Sulfide on the components of Hydrogen Sulfide handling systems
- Hydrogen Sulfide Management
- Sulfur compound testing in petroleum products
- Sulfur testing for fuels, crude oils and other hydrocarbons
- Sulfur species analysis
- Metallurgical issues –Corrosion, Fatigue failure
- Accidents in operations due to failure
- Environmental pollution and health hazards
- Legal Challenges
- Case studies and reviews

Course Duration: 5 Days

Natural Gas Distribution, Transportation, Contractual Frameworks and Critical Challenges

Transportation and storage of natural gas involves the complexities of moving gas economically, and safely from fields to storage areas or centers where it will be used directly without endangering human health and polluting the environment.

This training/workshop equips participants on the physical behavior of gas, how it is moved or stored.

It will also empower participants to understand various contracts involved in (natural) gas trading, pricing and negotiation techniques. It also provides insight on issues and challenges of distributing domestic gas.

- Natural Gas Exploration and Production
- Associated and Non Associated Gas
- Global Natural Gas Market
- Natural Gas Chemistry
- Fundamentals of Gas Treating
- Gas Compression
- Demand, Supply and Natural Gas Pricing
- Uses of Natural Gas – Cooking, Electricity, Transportation, Fertilizer, LNG, LDC
- Focus on Domestic Use of Natural Gas
- Basics of Natural Gas Transportation from Well Heads to Storage
- Key aspects of gas transportation – Planning, Design, Construction, Maintenance, Operations of gas transmission and distribution systems
- Related technical, economical and financial aspects o gas transportation
- Design of Natural Gas Pipelines and Integrated Storage System
- Pipeline Specification and Standards(Pipeline System Configuration)
- Cost Estimate and Economic Mix of Delivery Techniques
- Pipe Size, Compression Equipment, Inter-State Distance, Capacity Levels
- Trunklines, Grid Systems
- Pipeline Installation and Requirements
- Design of Underground Storage Systems
- Design, Construction of Gas Storage Facilities
- Operational Requirement
- Compression Stations
- Gas Hubs
- Natural Gas Pipelines Engineering, Procurement, Construction and Management
- Pipeline Installation
- Pipeline Integrity
- System Efficiency
- Natural Gas Scheduling and Gathering – Acquiring Capacity, Gas Flows, Fuel, Nomination, Confirmation, Allocation, Curtailment and balancing
- Types of Local Distribution Companies – Investor-Owned, Privately Owned, Government, Municipal and Cooperative Owned
- Intrastate, Interstate Natural Gas Pipelines/transportation
- Inspection and Monitoring
- Human Capital factors
- Performance Monitoring and Evaluation
- Data Management
- Corrosion and Failures
- Fundamentals of Gas Contracts
- Examples of contracts and legal issues
- Gas Sales and Purchase Agreement
- Negotiation
- Understanding Global Regulations and Compliances
- Health, Safety and Environmental Issues
- Security Issues
- Risk Management
- Managing Community Crisis
- Case Studies and review

Who will attend:

- Managers, Engineers, Inspectors, Field Supervisors
- Government Regulators, Local Distribution Companies, Contractors

LNG Global Best Practices

DATE: 18 -24 February, 2019
VENUE: Houston

LNG has continued to soar in its order of importance in the energy market. The LNG sector continues to experience market expansion, dynamic changes, amid new discoveries of gas fields all over the world.

This course is designed to provide essential knowledge of the global LNG industry to participants, with deep emphasis on the changing trends in the industry, global best practices, expected future role of LNG in the energy mix.

This course will present overview of the LNG and gas markets, regulations, sales contracts, global trade and general market dynamics

Course Outline:

Overview

- Oil and gas exploration and production
- Global Energy Mix
- LNG as sector of natural gas
- LNG industry , facilities, technology and overview
- LNG Supply Chain
- Principles of LNG production, refrigeration principles
- Liquefaction
- Shipping
- Storage and Regasification
- Pipeline/LDC to consumer
- LNG Sales Contracts (Contractual Agreements)
- Sales agreement – take –or-pay obligations, delivery obligation, gas specifications, contract term
- Negotiating of Gas contracts
- Global LNG Market/ Trade
- The Structure of the LNG Market
- LNG Pricing
- Market Risk
- Comparative Analysis of the Global LNG market
- Regulations, Safety & Security Issues
- Recent Market Changes & the Future of the market

Who Should Attend?

- Directors, Senior Executives that require knowledge or overview of the LNG market
- Commercial and management staff
- Engineers
- Operation personnel, technologists
- Any one that will benefit from this LNG course

Course Duration: 5 Days

Marginal Field Development and Economic Options

Course Objective:

- To provide participants insight on why billions of barrels of marginal oil and gas fields, already discovered, will not be developed in the foreseeable future. It will also address solutions on how these fields could be developed beyond the conventional method and by using unconventional technologies.
- To touch on issues why companies will not pursue a great many hot prospects for exploration in onshore and deep water when the prospects look too small.
- To provide participants with an overview of advantages/disadvantages of conventions/non-conventional methods for marginal field development through comparative analysis of both methods.
- To introduce economically viable innovative solutions for testing and production of marginal wells. In its unique approach will make comparisons on conventional and non-conventional approaches and other methods for exploiting what is considered marginal field prospects, both discovered and yet to be discovered.
- To evaluate potentially best option for the development of ANY ONSHORE or OFFSHORE MARGINAL FIELD, taking all things into consideration.
- To create a feasible exploitation module for MARGINAL FIELD, through economic analysis and evaluation of technologies and methodologies.
- To present approaches on using existing reservoir to exploit other potentials.
- To evaluate a field development plan for offshore marginal field using small FPSO and vessels – matters for consideration to include, but not limited to: (a) gas capture, utilization and commercialization (b) choice of technology (c) Environmental concerns, both in terms of technology and materials (d) Up-side potentials, optimization and scale up (e) Safety (f) approach to improved recovery etc.
- To initiate a preliminary field development approach using the experience and technology of the course providers.

Course Outline

- Overview of the fundamentals of exploration and production of oil and gas
- Global trends and changes affecting the oil and gas industry
- Definition of Large Fields and Marginal Fields.
- Marginal Fields defined through geological perspective: Small reservoir, low pressure, small rapm, pour source rock (biogenic gas).
- Marginal Field defined through government perspective
- How mega oil companies do ranking of fields
- The Challenges of Developing Marginal fields
- Designing and development of reservoir
- Subsurface issues and mitigation plans
- Delineation of other reservoir similarities
- Segmenting a generic offshore field development plan considering the following outlines: SUBSEA - Geology & Geophysics, Reserves Evaluation, Petrophysics, Reservoir Characterization, PVT Analysis& Simulations, Depletion Strategy– Drilling & Completions, Production Facilities and hydrocarbon Evacuation, HSE operations and Economics
- Technologies for efficient development of oil and gas from ANY OFFSHORE MARGINAL FIELD, such as tie-back, gas re-injection for WAG. Geological storage, floating LNG, Offshore gas liquefaction, etc.
- Early Production Systems

- Early Deep Water Fields Testing and Production
- Evaluating for early testing and production of oil and gas
- Making Marginal Fields Economically Feasible (onshore/offshore)
- Low Cost Well Architecture
- Smart Well Completion
- Reservoir Management
- Conventional and non – conventional technologies
- Field Development Strategy based on what was learnt from early testing and production of oil and gas
- Economic Analysis for conventional and unconventional technologies
  Project Finance/Economics and Cost Control Mechanism
- Value & Risk Analysis
- Risk Management
- Health, Safety & Environmental Issues in the Development of Marginal Fields
- Review of West Africa Marginal Oil fields
- Typical Cluster of West African Fields
- Actual Field Development Comparison - incorporating actual data from ANY OFFSHORE MARGINAL FIELD, to develop a possible preliminary plan taking into consideration technological limits, gas utilization/commercialization, and improved recovery techniques and complete with economic modeling and optimization.
- Review all the options/outcomes
- Review of all course outline and problem sets
- Integrate solutions acquired from solving problems with lessons learnt
- Summary and Conclusion

Course Length

2 weeks - 13 -24, May, 2019

Houston/Florida

Who Should Attend

- Geologist and Geophysicists
- Drilling and Completion Engineers
- New Venture Managers
- Contract & Commercial Managers
- Reservoir Engineer
- Project Managers, Production Engineers

Production Engineering and Flow Assurance in Offshore Production Systems

The oil and gas industry is constantly faced with the challenges of moving oil from well to the point of sale.
These challenges could be as a result of the nature of the produced liquid, pressure, thermal and chemical situation and could also be due to the result of the production terrain – onshore or offshore deep water.

Course Outline

- Reservoir Engineering at a glance
- Geological aspects of reservoir properties
- Production System Design
- Production Planning
- Capability of Production System
- Environmental Challenges (subsea, deepwater)
- Pressure and liquid Management
- Thermal and Chemical Management
- Well performance and multiphase flow in pipes – multiphase flow in pipes, wellbore performance, well deliverability: productivity and injectivity; formation damage
- Well hardware and completions
- Well simulation: Production improvement with skin removal, acidizing, matrix acidizing; sandstone and carbonate acidizing
- Hydraulic fracturing for well stimulation; hydraulic fracture design, production optimization; horizontal technology
- Production equipment; well hardware and completions; smart well technology; surface facilities, separation systems; transportation systems; artificial lift methods
- Production Surveillance & Operations
- Operation management tools for monitoring and optimization
- Sensors, Data Acquisition, Validation and Storage
- Asset Management
- Well Intervention and Flowline Remediation
- Flow Assurance
- Flow Assurance Modeling
- Overview of offshore hydrocarbon production
- Reservoirs
- Subsea production systems
- Subsea operations
- Commissioning and start-up
- Cost estimation of subsea operations – CAPEX, OPEX, RISEX, RAMEX
- Dynamics of oil and gas fluid transportation properties
- Fluid phase determination and Flow analysis
- Surge build up and Surge analysis
- Flow assurance considerations – Hydrates, Slugging, Wax, Asphaltenes,
- Scales, Erosion, Corrosion,
- Prevention & Remediation-Chemical injection, Hydrate inhibition, Paraffin inhibitors, Asphaltene Inhibitors
- Well testing
- Pigging operations
- Inspection and maintenance
- Flow assurance technologies and innovations in the industry
-

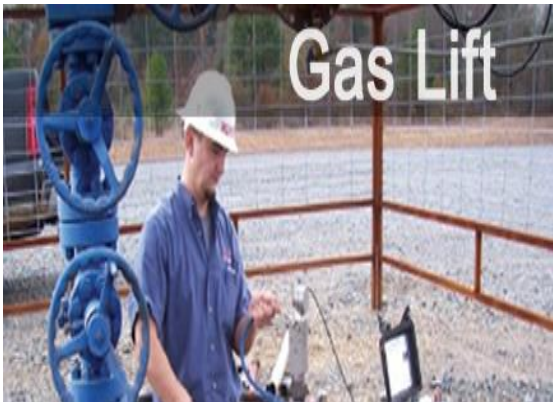
Who should attend?

Facility engineers and workers, oil and gas design engineers, reservoir engineers, oil field chemists, petroleum engineers, chemical engineers, drilling engineers, subsea engineers, researches, operations managers, supervisors and technologies.

Course Duration: 2 -13 Sept, 2019
Houston

Gas Lift Design, Operations & Trouble Shooting

DATE: 14 -19 October, 2019
Houston/San Antonio



Gas lift is one of the major artificial lift techniques used in production.

This course will provide participants with comprehensive understanding of the gas lift design, operations and diagnosis of inherent and emerging problems in operating the system. It will also provide participants with better understanding of various gas -lift techniques, performance, merits and pit-falls. It will insight on emerging technologies that enhances the use of gas-lift technique in the oil industry.

At the end of the course, participants will learn:

- How to design, select the appropriate gas –lift systems and equipment
- The fundamentals of the gas lift completion and the lift process
- Well inflow and Out-flow performance
- Optimum unloading for gas lift wells to minimize risk and saving operation
- How to enhance oil recovery and well performance using gas-lift technique
- Improve the economics of gas lift operation
- How to trouble shoot gas-lift problems
- Emerging gas-lift technologies for enhancing productivity

Course Outline:

- Overview of the basic prnciples for oil production
- Fundamentals of oil field chemistry
- Introductory reservoir engineering and principles
- System Nodal analsis
- General System analysis
- Gas lift concept and data
- Gas lift system and equipment
- Infllow / Outflow
- Inflow performance and performance prediction
- Outflow performanceand performance prediction
- Flow pattern
- Gas lift well evaluation procedure
- Well evaluation – Oil & Gas well examples
- Types of Gas Lift , Design and Installation
- Injection Pressure Operated Gas –Lift Valves
- Dynamic Gas lift Valve Mechanics
- Advantages and Dsadvantages of of gas lift technique
- Potential gas-lift problems
- Gas-Lift Optimizationand Allocation
- Gas Lift Performance
- Gas Lift Survelliance and Trouble Shootinng

Who should attend:

- Production engineers
- Facility engineers
- Well Analysts
- Managers and supervisors involved in field operations
- Operations Personnel involved in gas-lift installation and surveillance

Course Duration:

5 Days

Mini –MBA in Oil & Gas Industry

DATE: 2- 16 August, 2019
VENUE: Houston

The Mini-MBA in Oil and Gas Industry course covers both theory and practice in the petroleum industry from exploration, production, refining, trading, logistics, petroleum economics, management, leadership, geopolitics, legal frameworks, merger & acquisitions, contracts, health, safety, environmental issues, best practices and global trends impacting the industry.

Course Outline:

- Fundamentals of Hydrocarbon Exploration and Production
- The State and Future of Oil in the Global Economy
- The Global Energy Mix
- Drivers of the Global Price of Oil and Gas
- The World Oil & Gas Reserves
- Overview of Key terms and practices in Oil & Gas
- Seismic, Drilling, Well Design, Well Control
- Overview of Oil & Gas Production
- Introduction to Shale Gas
- Field Development
- Petroleum Economics
- Forecasting & Marketing
- Overview of Upstream, Midstream, Downstream
- Offshore & Deepwater E & P
- Drilling, Reservoir Management
- Oil & Gas Equipment, Vessels, Technologies
- Conventional & Unconventional Methods/Technologies
- Supply Chain, Logistics, Transportation, Distribution, Storage
- Trading and Hedging
- Refining
- Gas Processing, Treating and Recovery
- Gas Monetization – LNG, LPG, GTL, etc
- Pipeline
- Strategic Oil & Gas Accounting
- Integrated Oil and Gas Finance Management
- Project Management
- Managing Risk & Crisis in Project Levels
- Effective Public Relations
- International Joint Venture & Partnership
- Merger & Acquisition
- Understanding National Oil Companies, International Oil Companies, Independents
- International Oil & Gas Management
- Leading Change in the Global Economy & Petroleum Industry
- Legal Risk and International Environmental Law
- Impact of Geopolitics on the Petroleum Industry
- Risk Management
- Triple Point Profit, Corporate Social Responsibility
- Petroleum Law,
- Local Content Policies
- Global Outlook

Case Studies
Reviews

Who Should Attend

Oil and Gas Directors, Managers, Engineers, Geologists
Accountants, Finance Managers, Fund Managers
Bank Managers, Oil & Gas Insurance Managers
Corporate Planners, Investment Analysts, Public Relations Managers
Anyone in the industry that will benefit tremendously from this course

Course Duration: 2 weeks

We design courses to meet your strategic goals and train to ensure that capacity building andcontinuous improvement efforts are realized.

Customized trainings could be arranged at your convenient time and location based on agreed terms.

Contact: Director of Training

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