

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#238

**International Petroleum – Oil and Gas –
Exploration and Production Contracts:
Upstream Oil and Gas Agreements**

Programme

Leading To:

Postgraduate Certificate in

**International Oil and Gas Exploration
and Production Contracts**

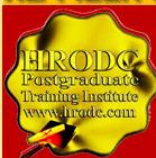
Accumulating to A

POSTGRADUATE DIPLOMA

With 180 Additional Credit-Hours

1 of 44

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

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M. RG. C.



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Websites:
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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution

Our UK Government's Verification and Registration

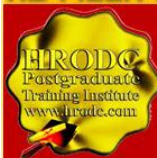
Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.

Programme Coordinator:

Prof. Dr. R. B. Crawford is the Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;

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- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
 - Human Resources;
 - Organization and Management Theory;
 - Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.

Professor Dr. Crawford has been an Academic in the following UK Universities:

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.

His responsibilities in these roles included:

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

For Whom This Course is Designed

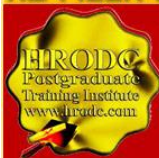
This Programme is Designed For:

The group of people who will benefit from this course is, inclusive of, but not limited to the following:

- Contract Analysts;
- Contract Engineers Representing International Petroleum Companies;
- Contract Managers;
- Contractors and Sub-Contractors to the Petroleum Industry;
- Geologists, Chemical Engineers and Other Engineers;
- In-House Lawyers;
- Joint Operating Advisors;
- Joint Operating Partners;
- Joint Operators;
- Landsmen;
- Lawyers, Bankers, Accountants, Financial Analysts;
- Legal Counsels;
- Legal Personnel in Upstream Oil and Gas Sector;
- Personnel Involved Directly or Indirectly with Oil, Gas and LPG Exploration, Refining, Trading and Marketing Operations.
- Petroleum - Oil and Gas - Vice-Presidents of Finance;
- Petroleum - Oil and Gas - Accountants;
- Petroleum - Oil and Gas - Angels;
- Petroleum - Oil and Gas - Asset Accountants;
- Petroleum - Oil and Gas - Bankers;
- Petroleum - Oil and Gas - Chief Accountants;
- Petroleum - Oil and Gas - Chief Executive Officers;
- Petroleum - Oil and Gas - Chief Executives;
- Petroleum - Oil and Gas - Chief Financial Officers;
- Petroleum - Oil and Gas - Company Owners;
- Petroleum - Oil and Gas - Controllers;
- Petroleum - Oil and Gas - Corporate Planning Directors;

PG certificate in International Petroleum – Oil and Gas – Exploration and Production Contracts - Page 4 of 44

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M. RG. C.

- Petroleum - Oil and Gas - Corporate Strategic Planners;
- Petroleum - Oil and Gas - Directors of Mergers and Acquisitions;
- Petroleum - Oil and Gas - Dragons;
- Petroleum - Oil and Gas - Drilling & Refinery Engineers;
- Petroleum - Oil and Gas - Engineers and Geologist;
- Petroleum - Oil and Gas - Finance Directors and Managers;
- Petroleum - Oil and Gas - Finance Managers;
- Petroleum - Oil and Gas - Financial Analysts;
- Petroleum - Oil and Gas - Financial Controllers;
- Petroleum - Oil and Gas - Financial Planners and Analysts;
- Petroleum - Oil and Gas - Fund managers;
- Petroleum - Oil and Gas - Government Ministers,
- Petroleum - Oil and Gas - Government Regulators;
- Petroleum - Oil and Gas - Internal and External Auditors;
- Petroleum - Oil and Gas - Joint Venture Accountants;
- Petroleum - Oil and Gas - Joint Venture Operators;
- Petroleum - Oil and Gas - Land Office Workers;
- Petroleum - Oil and Gas - Land Registrars;
- Petroleum - Oil and Gas - Management Accountants;
- Petroleum - Oil and Gas - Managing Directors;
- Petroleum - Oil and Gas - Marketing & Sales Directors & Managers;
- Petroleum - Oil and Gas – Officers Concerned with Surface Rights, Fee Interest, Lease, Royalties, and the Exploration, Drilling, Testing and the Production of Oil and Gas;
- Petroleum - Oil and Gas – Presidents;
- Petroleum - Oil and Gas - Private Equity Executives;
- Petroleum - Oil and Gas - Public Accountants;
- Petroleum - Oil and Gas - Treasurers;
- Petroleum - Oil and Gas - Treasury Officers;
- Petroleum - Oil and Gas - Upstream Oil and Gas External Auditors;
- Petroleum - Oil and Gas - Venture Capitalists;
- Petroleum Negotiators, Engineers, Planners, Economists;
- Procurement Managers;

- Senior Management, Etc.;
- Others interested in the operation of the Oil and Gas Industry, its Others interested in the regulation exploration, production, and accounting systems of Petroleum - Oil and Gas Companies.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	6 Weeks (5 Days per Week)
Classroom-Based Cost:	£30,000.00 Per Student
Online (Video-Enhanced) Duration and Cost	
Online Duration:	10 Weeks – 3 Hours Per Day, 6 Days Per Week
Online Cost:	£20,100.00 Per Student

Classroom-Based Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

Students and Delegates will be given a Selection of our Complimentary Products, which include:

- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our Branded Metal Pen;**

International Petroleum – Oil and Gas – Exploration and Production Contracts: Upstream Oil and Gas Agreements, Leading to Postgraduate Certificate in International Oil and Gas Exploration and Production Contracts, Accumulating to a Postgraduate Diploma, with 180 Additional Credit-Hours

- **Our Branded Polo Shirt.;**
- **Our Branded Carrier Bag.**

Daily Schedule: 9:30 to 4:30 pm.

Delivery Locations:


1. **Central London, UK;**
2. **Dubai, UAE;**
3. **Kuala Lumpur, Malaysia;**
4. **Amsterdam, The Netherlands;**
5. **Brussels, Belgium;**
6. **Paris, France; and**
7. **Durban, South Africa;**
8. **Other International Locations, on request.**

International Petroleum – Oil and Gas – Exploration and Production Contracts: Upstream Oil and Gas Agreement				
Leading to Postgraduate Certificate in International Oil and Gas Exploration and Production Contracts				
Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
238.M1		Oil and Gas Industry: Upstream, Midstream, Downstream Project, Cost, Finance, Development, Operation, Management and Markets	15	Double
238.M2		International Petroleum – Oil and Gas – Exploration and Operating Contracts: Drilling and Government Contracts; Joint Venture, Services and Joint Operating Agreements	23	Single
238.M3		International Petroleum – Oil and Gas – Production Contracts: Drafting, Negotiating and Interpreting Construction, Production, Operating, Platform and Ancillary Services Contracts	26	Single
238.M4	165	Integration in International Petroleum – Oil and Gas – Exploration and Production (E & P) Companies: Mergers, Acquisitions and Joint Ventures	28	Single

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International Petroleum – Oil and Gas – Exploration and Production Contracts: Upstream Oil and Gas Agreement
Leading to Postgraduate Certificate in International Oil and Gas Exploration and Production Contracts

238.M5	162	Oil and Gas Prices and Forward Contracts: Understanding Petroleum – Oil and Gas – Market Rates, Hedging and Risks	33	Single
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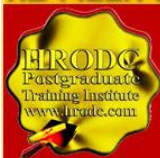
International Petroleum – Oil and Gas – Exploration and Production Contracts: Upstream Oil and Gas Agreement, Programme

Leading to Postgraduate Certificate in International Oil and Gas Exploration and Production Contracts, Accumulating to a Postgraduate Diploma, with 180 Additional Credit-Hours

Programme Objectives

By the conclusion of the specified learning and development activities, delegates will be able to:

- Accurately account for ‘Disposition’ of capitalized costs, in reference to the impairment of unproved properties;
- Address problems and issues associated with upstream oil and gas operation;
- Address the geological issues relating to the origin, exploration and production of oil and gas;
- Address, effectively, how the ‘Stabilization Clause’, as it pertains to Oil Companies, as ‘Inward Investors’, is generally addressed;
- Address, with explicit examples, the issue of Mature Field Valuation;
- Analyse some LNG case study;
- Analyse the current status of oil and gas industry in the global economy in the following aspects:
- Analyse the domestic politics of oil and gas;
- Analyse the performance and the strategies employed by oil and gas companies to gain competitive advantage;




- Appropriately address Disposition of capitalized costs from the surrender or abandonment of property;
- Appropriately apportion costs to non-drilling and drilling operations, respectively;
- Ascertain how petroleum products are sold and marketed through the different channels;
- Ascertain the determinants for the retail price of motor fuels;
- Be familiar with the concept of Gas to Liquids (GTL);
- Be knowledgeable about the demand, supply and transportation costs of crude oil;
- Benchmark strategies of crude oil producer companies;
- Convince others of their heightened understanding of the gathering systems, construction and operation of pipelines;
- Define the reproduction costs and production cost as used in the upstream oil and gas company;
- Delineate the factors that are associated with 'Resource Curse', how it pertains to the Oil and Gas Industry and the measures that should be implemented to avert that situation;
- Demonstrate a heightened understanding about natural gas reserves, fields and production;
- Demonstrate a heightened understanding about the refinery product mix;
- Demonstrate a high degree of competence in the management of Workers' Health and Safety!
- Demonstrate a working knowledge of Amortization, with particular reference to the oil and gas industry;
- Demonstrate an appreciation of financial reporting policies and practices applicable in Oil and Gas Industry;
- Demonstrate an awareness of the salient issues associated with the development of the United States oil and gas industry, as a mark car to International oil and gas exploration developments and its mining operations;
- Demonstrate an enhanced understanding of aviation fuel, lubricants, fuel oils for heating and power generation and asphalt and propane;
- Demonstrate an understanding of how to deal with problems in project development and suggest ways to avoid or resolve them;

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M. RG. C.



- Demonstrate an understanding of Multiple Products;
- Demonstrate an understanding of Oil and Gas Taxation;
- Demonstrate an understanding of the intricate relationship between the Contractor and members of the Supply Chain;
- Demonstrate an understanding of the oil and gas industry and the activities of each subsector;
- Demonstrate an understanding of the Valuing Production on a Per Barrel Basis;
- Demonstrate an understanding of Working Interest;
- Demonstrate an understanding of the founding principles, market share and emerging strategy of the Organization of Petroleum Exporting Countries (OPEC);
- Demonstrate mastery of the concepts and issues associated with exploration and drilling operation;
- Demonstrate their knowledge of the origin of the petroleum at particular retail stations;
- Demonstrate their understanding of fuel standards and specifications;
- Demonstrate their understanding of the Oil and Gas Reserves;
- Demonstrate their understanding of the operation of a 'Public Equity';
- Describe how motor fuel prices are politicized;
- Describe how the modern Super-Tankers differ from their conventional counterparts;
- Describe the downstream transportation;
- Describe the evolution of tanker design;
- Describe the methods of exploration generally used within the oil and gas industry;
- Describe the process involved in Evaluating the Environmental Impact;
- Describe the structure of oil and gas industry;
- Describe the two crude price eras;
- Determine how LNG is priced and marketed;
- Determine some effective Business Strategy adopted by the oil and gas sectors;
- Determine the accounting process employed for upstream costs;
- Determine the bargaining power available to the contractor;
- Determine the future of oil and gas firms; and
- Determine the interest of the Government and Corporation in the oil and gas companies;
- Determine the petroleum fiscal regimes;

- Determine the profitability aspect of the oil and gas industry;
- Determine the technology innovations in the upstream oil and gas industry;
- Determine, analytically, the primary Strategic Goals of IOCs and NOCs;
- Differentiate E&P firms from downstream oil and gas;
- Discover how oil and gas are transported;
- Discuss, with confidence, the operations of the Oil and Gas Industry in international perspective;
- Discuss about LNG break-even;
- Discuss at least three Environmental Risks posed by the transportation of Natural Gas;
- Discuss strategic cost management in the oil and gas industry;
- Discuss the concept of field reinvestment and renewal, specifically in terms of:
- Discuss the concept of Production Enhancement;
- Discuss the issue regarding curse of oil;
- Discuss, with a heightened understanding, how to deal with joint venture conflict and suggest ways to avoid or resolve them;
- Discuss, with confidence, about petrochemical production;
- Discuss, with examples, the benefits and drawbacks of nonworking interest;
- Distinguish between 3D and 4D Seismic;
- Distinguish between Mineral Rights, Mineral Interests and Fee Interests;
- Distinguish between natural and artificial lifts, in oil and gas production;
- Distinguish between Non-drilling and Drilling Costs;
- Distinguish between the different types of wells;
- Distinguish upstream, midstream and downstream oil and gas company;
- Elucidate how a company's Performance and Creditworthiness might be assessed;
- Elucidate the benefits that National Oil Companies (NOCs) derive from their governments, to weather the 'volatility storm';
- Enumerate the important factors in the retail price of motor fuels;
- Enumerate the most important issues associated with gas pricing;
- Enumerate the powers of national companies;
- Enumerate the Refining Process and state what happen in each stage;
- Enumerate the steps involved in project execution;
- Establish the gas-to-oil linkage;

- Establish the link between crude oil and commodity;
- Establish the link between global market and pricing for natural gas;
- Establish the operational relationship between NOC and IOC;
- Evaluate the present status of price, supply and demand volatility;
- Exemplify the issue of 'learning and knowledge sharing' in joint ventures;
- Explain 'Enhanced Recovery Costs';
- Explain how Private Equity Firms operate;
- Explain how Project Opportunities are developed;
- Explain how the Tax Regimes of Major Oil producers generally address 'Investment Uplifts' of Oil Companies;
- Explain how to develop agreements relevant to oil and gas projects;
- Explain how to handle contractor relationships;
- Explain the basic principles of Successful Efforts Accounting in Oil and Gas;
- Explain the concept of 'Signature Bonuses' and how they might be applied in Public and Private Ownership;
- Explain the concept of joint development in the oil and gas industry;
- Explain the concept of mergers and acquisitions in the oil and gas industry;
- Explain the concept of peak oil demand, crude oil, shift to gas and shale gas;
- Explain the concept of ruminations on valuation;
- Explain the concepts of ED&P and the Cost of Business;
- Explain the contractual issues that are associated with oil, gas and mineral lease;
- Explain the economics of the curse of oil;
- Explain the innovations in technology and cost control;
- Explain the international convention for 'Domestic Market Obligations', of Operating Oil Companies;
- Explain the occasions on which some governments tax Windfall Profit of Oil Companies;
- Explain the price elasticity of motor fuels;
- Explain the process of 'Project Life-Cycle Review';
- Explain the relationship between the 'International Oil and Gas Supply', on the one hand, and the 'Spot and Futures Prices' on the other;
- Explain, in much detail, Break-Even;

- Explain, with examples, Overriding Royalty Interests (ORI);
- Explain, with minor omissions, the processes involved in oil and gas acquisition, exploration and mining;
- Express their familiarity with Corporate Finance;
- Express their understanding of the factors that are associated with the Oil and Gas Industry's Financial Performance;
- Find out how oil tankers shift the competitive balance;
- Identify some commodity and specialty chemicals;
- Identify the Chevron cost control;
- Identify the countries afflicted by the curse;
- Identify the fiscal regime in the oil and gas sector;
- Identify the role, duties and responsibilities of tanker operators;
- Identify the substitute products and renewable/alternative energy;
- Identify the use of natural gas and its markets;
- Illustrate the chemistry and form of natural gas;
- Indicate how the price of Crude Oil is determined and the transactions involved;
- Indicate how the right to develop a project is achieved;
- Indicate how to attain a successful contractor relationship in terms of:
- Indicate how to manage contractor supply chain;
- Indicate how to manage political risk;
- Indicate the Role of Organization of Petroleum Exporting Countries (OPEC) in the stabilisation of oil prices;
- Indicate the salient aspects of Business Financing in the oil and gas industry;
- Learn about the integrated LNG project;
- List some government and policy changes relative to the oil and gas industry;
- List the main Strategic Interest of IOCs and NOCs;
- List the major factors that are likely to influence 'zone pricing';
- List the major Players in the oil and gas industry, outlining the main factors associated with their sustainability;
- List the types of contractor relationships;
- Name at least three Venture Capitalists in the UK and the types of companies that they are likely to support;

- Name some industry substitutes and alternative fuels used in the industry;
- Name the Top-Line Risks in the petroleum industry;
- Narrate how the oil and gas industry has evolved over the years;
- Narrate the evolution of at least two National Oil Companies (NOCs);
- Narrate the ways by which a company's Financial Performance might be assessed;
- Outline how gas and oil are traded and marketed;
- Outline the difference between Revenue and Earnings;
- Outline the methods of production, employed in the oil and gas industry;
- Outline the Oil and Gas Industry Value Chain;
- Outline the process of Assessing the Socioeconomic Impact on Oil Companies;
- Outline the role of finance and accounting in an Oil and Gas Organisations;
- Perform project financial and risk analysis;
- Point out the main factors that are associated with the future of the global oil and gas industry;
- Present a heightened understanding of current 'tanker charter rates';
- Provide an illustrative example of the concept of global refining;
- Provide an indication of Joint Venture Projects are managed;
- Provide an indication of the different ways by which a Project might be Funded;
- Provide an overview of the 'Project Evaluation Process';
- Refine margins and profitability;
- Relate the brief history of oil tankers;
- Relate the evolution of PSA;
- See the growing demand for energy;
- See the overview of chemical industry;
- Show others how the Balance Sheet operates;
- Specify the governing rules and policy in chartering a vessel;
- Specify the innovation introduced in the oil and gas sector and the technology utilised therein;
- Specify the role and value of oil and gas in terms of national security and national wealth;
- Suggest the importance of a Managerial Balance Sheet;

- Suggest the strategy that the major International Oil Companies (IOCs) adopt to reduce operational costs while operating in several geographical locations simultaneously;
- Suggest two ways to avoid the curse of oil;
- Summarise the history of crude price;
- Vividly describe, with examples, a well formulated shipping contract;
- Work through examples of Amortization of exploration and development costs of proved developed reserves.

Programme Contents, Concepts and Issues

Module 1

Oil and Gas Industry: Upstream, Midstream, Downstream Project, Cost, Finance, Development, Operation, Management and Markets

M1. Part 1 – The Oil and Gas Industry

- Oil and Gas Industry: An Overview;
- Upstream Oil and Gas;
- Midstream Oil and Gas;
- Downstream Oil and Gas;
- Understanding Oil and Gas Reserves;
- Analysing Oil and Gas in the Global Economy
 - Oil and Gas Supply;
 - Industry Financial Performance;
 - The Role of Organization of Petroleum Exporting Countries (OPEC);
 - The Resource Curse;
 - Identifying the Players;
 - International Oil Companies (IOCs);
 - National Oil Companies (NOCs);
 - The Strategic Goals of IOCs and NOCs;
 - Other Types of Oil and Gas Companies;
- Tracking the Oil and Gas Industry Value Chain:

- Upstream: Exploration, Development and Production;
- Managing the Reservoir;
- Determining Upstream Profitability.
- Midstream: Trading and Transportation;
- Downstream: Oil Refining and Marketing:
 - Gasoline Retailing;
 - Natural Gas;
 - Petrochemicals.
- Business Strategy Fundamentals;
- Evolution of the Industry;
- Innovation and Technology;
- Industry Substitutes and Alternative Fuels;
- The Future of the Global Oil and Gas Industry.

M1. Part 2 – Concepts of Nationalism, National Oil Companies, and the Curse of Oil

- The Role and Value of Oil and Gas:
 - National Security;
 - National Wealth.
- Government and Corporate Interest:
 - The Corporation;
 - Corporate Stakeholders;
 - The State and Civil Society;
 - Oil and Gas and Government.
- Evolution of the National Oil Companies (NOCs):
 - Birth of the National Oil Company;
 - Evolution of Resource-Rich NOCs;
 - Resource-Poor NOCs;
 - Access to Capital.
- The NOC/IOC Relationship;
- The Strategic Interest of IOCs and NOCs;
- Organization of Petroleum Exporting Countries (OPEC):

- Founding Principles;
 - Market Share;
 - Emerging Strategy.
- The Curse of Oil:
- Countries Afflicted by the Curse;
 - The Economics of the Curse of Oil;
 - Avoiding the Curse Oil.
- Domestic Politics of Oil and Gas.

M1. Part 3 – Developing Oil and Gas Projects

- Development Project Opportunities:
- Project Evaluation Process;
 - Project Life-Cycle Reviews.
- Joint Development;
- Project Financial Analysis:
- Financial Metrics;
 - Risk Analysis.
- Steps in Project Execution;
- Handling Contractor Relationships:
- Contractor Relationships vis-à-vis Supply Chain;
 - Types of Contractor Relationships;
 - Successful Contractor Relationships;
 - Evaluating the Environmental Impact;
 - Assessing the Socioeconomic Impact;
 - Managing Safety.
- Dealing with Problems in Project Development.

M1. Part 4 – Importance of Cost Management in the Production of Oil and Gas

- Defining Costs in the Upstream:
 - Preproduction Costs;
 - Production Costs (Lifting);
 - Accounting for Upstream Costs;
 - ED&P and the Cost of Business.
- Performance and Competitive Advantage;
- Oil Economics:
 - Break-Even;
 - Multiple Products;
 - Working Interest;
 - Taxes;
 - Valuing Production on a Per Barrel Basis.
- Strategic Cost Management in the Oil and Gas Industry;
- Field Reinvestment and Renewal:
 - Production Enhancement;
 - Enhanced Recovery Costs;
 - Mature Field Valuation;
 - Continuous Learning.
- Managing Contractor Supply Chain;
- Contractor Bargaining Power;
- Partnership Management:
 - Joint Venture Conflict;
 - Managing Other Projects;
 - Learning and Knowledge Sharing in Joint Ventures.
- Managing Political Risk;
- Innovation and Technology:
 - Technology Innovations in the Upstream Oil and Gas Industry;
 - Technology and Cost Control;
 - Chevron Cost Control.

M1. Part 5 – Creating Fiscal Regimes

- Development Agreements:
 - Achieving the Right to Develop a Project;
 - Interests, Incentives and Behaviours.
- Petroleum Fiscal Regimes:
 - Concessions;
 - Royalty/Tax System;
 - Contractual Systems.
- Added Contractual Features:
 - Signature Bonuses;
 - Domestic Market Obligations;
 - Investment Uplifts;
 - Stabilisation Clause.
- Top-Line Risks;
- Petroleum Prices;
- PSA Evolution;
- Fiscal Regime;
- Government and Policy Change.

M1. Part 6 – Financing and Financial Performance in the Oil and Gas Industry

- Business Financing:
 - Basic Balance Sheet;
 - Managerial Balance Sheet;
 - Funding the Firm;
 - Revenue and Earnings;
 - Financial Performance;
 - Performance and Creditworthiness;
 - Windfall Profit.

- Capital Sourcing for the Oil and Gas Industry:
 - Corporate Finance;
 - Public Equity;
 - Private Equity;
 - Venture Capital;
 - Debt;
 - Project Finance;
 - Multilateral Lending;
 - State Interest;
 - Oil Loans;
 - Petroleum Finance.
- E&P Firms and Downstream Oil and Gas;
- Ruminations on Valuation.

M1. Part 7 – Natural Gas

- Chemistry and Form of Natural Gas:
 - Raw Natural Gas Production;
 - Liquefied Natural Gas (LNG);
 - Unconventional Gas.
- Natural Gas Reserves, Fields and Production:
 - Natural Gas Reserves;
 - Gas Development.
- Natural Gas Use and Markets:
 - Gas-Consuming Countries and Markets.
- Prices, Trading and Markets:
 - Gas Pricing Fundamentals;
 - The Gas-To-Oil Linkage.

M1. Part 8 – Liquefied Natural Gas (LNG)

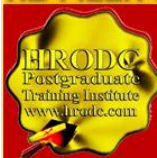
- The Integrated LNG Project:
 - Upstream;
 - Transportation to Liquefaction;
 - Liquefaction;
 - Shipping;
 - Regasification;
 - Competitive Cost Analysis;
 - LNG Contracting.
- LNG Markets and Pricing:
 - LNG's Regional Markets;
 - The LNG Market: The Shift toward a Global Commodity;
 - LNG Break-Even.
- LNG Case Study;
- Gas to Liquids (GTL).

M1. Part 9 – Analysing the Market for the Crude Oil

- The Basics of Crude Oil:
 - The Demand for Oil;
 - The Supply of Oil;
 - Transportation Costs.
- Crude Oil Price:
 - A Short History of Price;
 - The Two Crude Price Eras;
 - Crude Oil vis-à-vis Commodity;
 - Benchmark Crude Oil;
 - Crude Benchmarks and Pricing.
- Crude Oil Prices and Transactions:
 - Crude Oil Transactions;
 - How Futures Work;

PG certificate in International Petroleum – Oil and Gas – Exploration and Production Contracts - Page 21 of 44

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M. RG. C.

- Oil Shipment and Inventories.

M1. Part 10 – Transportation in the Oil and Gas Industry

- Salient Transportation Issues:
 - The Barrel;
 - The Strategic Chokepoint;
 - Upstream Transportation.
- Pipelines:
 - Gathering Systems;
 - Pipeline Construction;
 - Pipeline Operation.
- Oil Tankers:
 - A Brief History of Oil Tankers;
 - Evolution of Tanker Design;
 - Oil Tankers Shift the Competitive Balance;
 - The Modern Supertankers;
 - Chartering a Vessel;
 - Shipping Contracts;
 - Tanker Charter Rates;
 - Tanker Operators;
 - Environmental Risk.
- Downstream Transportation.

Module 2

International Petroleum – Oil and Gas – Exploration and Operating Contracts: Drilling and Government Contracts; Joint Venture, Services and Joint Operating Agreements

M2. Part 1 - Upstream, Midstream and Downstream Oil and Gas Operations

- Upstream Oil and Gas Sector
 - Prospecting or Exploration
 - Acquisition
 - Drilling
 - Developing
 - Producing Oil and Gas
- The Midstream Oil and Gas Sector
- The Downstream Oil and Gas Sector
 - Downstream Tank Farms
 - Refining or Processing of the Crude or Gas
 - Marketing
 - Distribution

M2. Part 2 - Petroleum Fiscal Regime: Governing the Economic Benefits from Petroleum Exploration and Production

- Defining Petroleum Fiscal Regime
- Evolution of Petroleum Fiscal Regime
- Petroleum Licensing Systems
 - Concessionary Systems
 - Contractual Systems
- Concessionary Agreements with Government Participation
- Contractual Systems
 - Government Involvement in Operations

- Types of Contractual Systems
 - Service Agreements
 - Pure Service Agreements
 - Risk Service Agreements
 - Production Sharing **Agreements/Contracts**
- Service Contracts
 - Risk Service Contracts
 - No risk Service Contracts

M2. Part 3 - Contracts and the Operator

- Defining Joint Operations;
- Pooling;
- Unitisation;
- Defining Joint Operating Agreement;
- Sample Model Form of Joint Operating Agreement;
- Major Subsections in Joint Operating Agreement:
 - Definitions;
 - Exhibits;
 - Interest of Parties;
 - Titles;
 - Operator;
 - Drilling and Development;
 - Expenditures and Liabilities;
 - Acquisition, Maintenance or Transfer of Interest;
 - Internal Revenue Code Election;
 - Claims and Lawsuits;
 - Force Majure;
 - Notices;
 - Terms of Agreement;
 - Compliance with Laws and Regulations;
 - Miscellaneous.

- The Operator's Relationships with Joint Ventures under the Joint Venture Agreement (JOA) With Contractors under Commercial Agreements;
- Legal Considerations Covering Contract, General and International Law, Safety, Employment, Environmental Law, Dispute Resolution;
- Importance of the Commercial Contract;
- The Negotiation Process;
- Alliancing;
- Standardisation;
- Letters of Intent;
- Options;
- Tendering and the Enquiry Package.

M2. Part 4 - Joint Venture and Service Agreements

- Commercial Agreements between Joint Venture Partners
 - AMI Agreements,
 - Bidding Agreements
 - Joint Study Agreements
- Joint Ventures and Third-Party Contractors
- Agreements for Services
- Offshore
- Onshore
- Construction
- Drilling
- Vessel
- Aircraft
- Geophysical
- Data Licensing
- Consultancy and Procurement Services

M2. Part 5 – Oil and Gas Drilling Contracts, and Transactions

- Drilling Contracts: An Overview;
- Offshore Drilling Contracts;
- On-Shore Drilling Contracts;
- Day Rate Drilling Contracts;
- Footage Drilling Contracts;
- Sharing and Rig Assignment Contracts;
- Turnkey Drilling Contracts;
- Agreements for the Acquisition and Disposal of Exploration Assets Held Under Licence
 - Asset/Share Sales,
 - Farm-Outs,
 - Exchange Agreements
- Disclosures
- Warranties
- Pre-Emption Clauses

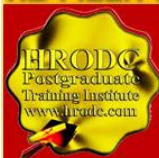
Module 3 International Petroleum – Oil and Gas – Production Contracts: Drafting, Negotiating and Interpreting Construction, Production, Operating, Platform and Ancillary Services Contracts

M3. Part 1 - Oil and Gas Contracts: Production and Services Contracts

- Government Agreements
- Joint Operating Agreements (JOAs)
- Production Platform and FPSO (Floating Production Storage and Offloading) Construction Agreements
- Production Platform and FPSO Operating Agreements
- Contracts for Producing Services
- Platform ancillary Services Agreements

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M3. Part 2 - Contracts with other Joint Ventures for Services

- Indicative Tariff and Service Request Agreements
- Oil and Gas Processing Agreements
- Oil Transportation Agreements
- Gas Transportation Agreements
- Pipeline Tie-In Agreements
- Pipeline Crossing Agreements
- Proximity Agreements
- Agreements for Use of Producing Facilities
- Power Supply Agreements (Perhaps in Exchange for Production)
- Power Export Agreements
- Emissions Trading and CO₂ Injection Agreements

M3. Part 3 - Petroleum Sales Contracts and Transactions

- Oil Sales Contracts
- Gas Sales Contracts
- LNG and LPG Sales Contracts
- Production Exchange Agreements
- Production Acreage Sale and Purchase and Exchange Agreements
- Farm-In Agreements
- Asset Exchange Agreements
- Sale and Leaseback Agreements
- Sale with Obligation to Take Back at End of Production

Module 4

Integration in International Petroleum – Oil and Gas – Exploration and Production (E & P) Companies: Mergers, Acquisitions and Joint Ventures

M4. Part 1: Upstream Oil and Gas Operations (1)

- Introducing the Oil and Gas Industry;
- Brief History of the U.S. Oil and Gas Industry;
- Origin of Petroleum;
- Anticline;
- Exploration Methods and Procedures;
- 3-D Seismic;
- 4-D Seismic;
- Acquisition of Mineral Interests in Property:
 - Mineral Rights;
 - Mineral Interests;
 - Fee Interests.

M4. Part 2: Upstream Oil and Gas Operations (2)

- Overriding Royalty Interests (ORI);
- Retained ORI Production Payment Interest (PPI);
- Dutch Carved-Out Production Payment;
- Carved-Out Net Profits Interest Created from Working Interest;
- Net Profits Interest Created from Mineral Interest.
- Oil, Gas and Mineral Lease Provisions:
 - Lease Bonuses;
 - Royalty Provision;
 - Primary Term;
 - Delay Rental Payment;
 - Shut-In Payment;
 - Right to Assign Interest;

- Right to Free Use of Resources for Lease Operations;
 - Option Payment;
 - Offset Clause.
- Addressing Problems and Issues Associated with Upstream Oil and Gas Operation.

M4. Part 3: Aspects of Drilling Operations

- Oil and Gas Drilling Operations;
- BOP (Blowout Preventer);
- Bottom-Hole Pressure;
- Bottom-Hole Pump;
- Drill String;
- Rat Hole;
- Mouse Hole;
- Drilling Platform;
- Drilling Rig;
- Proved Area;
- Drill Stem Test;
- Derek and Derek Hands;
- Cracking;
- Field;
- Christmas Tree;
- Sedimentary Rock;
- Seismic Exploration;
- Development Well Flowing Well;
- Injection Well;
- Offset Well;
- Stratigraphic Well.

M4. Part 4: Company Growth and Equity Value of Exploration and Production (E & P) International Petroleum – Oil and Gas - Companies

- Internal Growth: Advantages and Problematic Issues;
- External Growth as Integration, and its Synergistic Values;
- Types of Integration in Petroleum - Oil and Gas - Exploration and Production Companies:
 - Horizontal Integration in Petroleum - Oil and Gas - Exploration and Production Companies;
 - Vertical Integration in Petroleum - Oil and Gas - Exploration and Production Companies;
 - Vertical Integration Backward in Petroleum - Oil and Gas - Exploration and Production Companies;
 - Vertical Integration Forward in Petroleum - Oil and Gas - Exploration and Production Companies;
 - Conglomerate Integration involving Petroleum - Oil and Gas – Companies;
 - Joint Venture Operation in Petroleum - Oil and Gas - Exploration and Production Companies;
 - Mergers in Petroleum - Oil and Gas - Exploration and Production Companies;
 - Acquisitions in Petroleum - Oil and Gas - Exploration and Production Companies.

M4. Part 5: Authorisation for Expenditure (AFE) in Joint Venture Petroleum - Oil and Gas - Exploration and Production Companies (1)

Contextualising Authorisation for Expenditure (AFE)

- Authorisation for Expenditure (AFE) as Documentation for Joint Operators Approval for Expenditure;
- Cost control as an Aspect of Authorisation for Expenditure (AFE);
- Budgeting as an Aspect of Authorisation for Expenditure (AFE);
- Monitoring as an Aspect of Authorisation for Expenditure (AFE).

Authorisation for Expenditure (AFE) As a Process

- Authorisation for Expenditure (AFE) Process in Joint Operation Agreement;
- Authorisation for Expenditure (AFE) as Joint Venture Project Approval;
- Authorisation for Expenditure (AFE) Conceptualisation;
- Economical Evaluation in Authorisation for Expenditure (AFE);
- Authorisation for Expenditure (AFE) Coding;
- Components of Authorisation for Expenditure (AFE);
- Preparation, Execution and Monitoring Process of Authorisation for Expenditure (AFE);
- Authorisation for Expenditure (AFE) Process in Joint Operation Agreement;
- Interest Partner Approval as Authorisation for Expenditure (AFE) Execution;
- Authorisation for Expenditure (AFE) as Joint Venture Project Approval;
- Authorisation for Expenditure (AFE) in Production Sharing Contract (PSC);
- Authorisation for Expenditure (AFE) for Risk Service Agreement (RSA) or Risk Service Contract (RSC);
- Non-Standard Authorisation for Expenditure (AFE);
- Operationally Standardized Authorisation for Expenditure (AFE);
- Minimalist Authorisation for Expenditure (AFE);
- Addressing Failure to Obtain Approval from all working interest owners of an Authority for Expenditure: Result;
- Authorisation for Expenditure (AFE) as Reapproval for Budgeting Excess;
- Consequences for Non-reapproval of Authorisation for Expenditure (AFE);
- Authorisation for Expenditure (AFE) as a Control Mechanism for Oil and Gas Accounting;
- Accumulation of AFE Activities in the General Ledger;
- Executing Authorisation for Expenditure (AFE);
- Reporting of AFE Activities at AFE Level.

M4. Part 6: Authorisation for Expenditure (AFE) in Joint Venture Petroleum - Oil and Gas - Exploration and Production Companies (2)

Authorisation for Expenditure (AFE) for Exploration and Acquisition

- Authorisation for Expenditure (AFE) For Lease Contract;
- Authorisation for Expenditure (AFE) For Exploration;
- AFE for Exploratory Wells;
- AFE for Test Wells;
- AFE for Estimated Intangible Drilling Cost (IDC), Equipment Cost and Completion Cost for Well Drilling.

Authorisation for Expenditure (AFE) for Drilling Contract

- AFE in Domestic Drilling Operations;
- AFE in International Drilling Operations;
- AFE for Day Rate Drilling Contract;
- AFE for Footage Drilling Contract;
- AFE for Turnkey Drilling Contract;
- AFE for Well Completion;
- AFE for Recompletion.

Authorisation for Expenditure (AFE) for Development Cost

- AFE as Completion Cost in SE;
- AFE for Plugging and Abandonment Cost in Dry Wells;
- AFE for Drilling as Production Costs;
- AFE as Reapproved for Budgeting Excess;
- AFE for Facility Construction.

AFE for Tangible Drilling and Production Costs

- AFE For Service Wells;
- AFE for Drilling as Production Costs.

AFE for Drilling Operational Problems

- AFE for Workovers;
- Rig Workover;
- AFE for Drilling Operation;
- Recompletion Operation;
- AFE for Plugging and Abandonment Cost in Dry Wells;
- AFE as Completion Cost in SE.

Module 5

Oil and Gas Prices and Forward Contracts: Understanding Petroleum – Oil and Gas – Market Rates, Hedging and Risks

M5. Part 1 - The Market Events from 2008 to 2011

- World Energy Policy;
- The Financial Crisis and the Oil Market;
- Fundamentals vs. Financial Speculation;
- Demand/Supply of Gasoline and Gasoil;
- WTI – Brent Differential.

M5. Part 2 - Evolution of the Price of Crude Oil from the 1960s up to 1999

- The Oil Monopoly and the Two Crises in the 1970s;
- The Gradual Disappearance of OPEC;
- The Price War;
- From the Introduction of Brent as an International Benchmark to the Clean Air Act;
- The Suicide of OPEC;
- The Start of the Free Market;
- The Consequences of the Environmental Turnaround.

M5. Part 3 - Changes in the Market for Automotive Fuels

- Evolution of Environmental Demand;
- Gasoline and its Components;
- Reforming;
- Cracking;
- Alkylolation;
- Isomerization;
- Refiners Walk the Tightrope;
- The Fiscal Policy of the Industrialized Countries Regarding Fuels.

M5. Part 4 - The World Oil Flow, Brent Market and the Primary Uses of Forward and Futures Markets

- Transformations in the Downstream;
- World Supply Structure;
- The Classical Model of the International Oil Market;
- The Short-term Model of the International Oil Market.
- The Sale and Purchase Contract;
- The Forward Market for Brent (15-day Brent Contract);
- The IPE Brent Market;
- The Divorce between Oil Price and Oil.
- Tax Spinning;
- Benchmarking;
- Hedging the Price Risks;
- Speculations on Operational Flexibilities at Loading;
- Market Structure: Contango and Backwardation;
- Procedures at the Loading Terminals.

Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum ‘Credit-Hours’, with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements

Applicants for Diploma – Postgraduate – Postgraduate Certificate, and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant’s current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma;
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

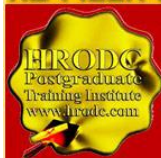
You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;

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- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

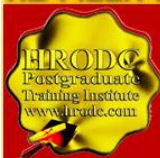
All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.

On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles




All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:

1. **Postgraduate Diploma in Accounting and Finance;**
2. **Postgraduate Certificate in Accounting and Finance;**
3. **Postgraduate Certificate in Aviation Management;**
4. **Postgraduate Diploma in Aviation Management;**
5. **Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
6. **Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
7. **Postgraduate Certificate in Business Communication;**
8. **Postgraduate Diploma in Business Communication;**
9. **Postgraduate Certificate in Corporate Governance;**
10. **Postgraduate Diploma in Corporate Governance;**
11. **Postgraduate Certificate in Costing and Budgeting;**
12. **Postgraduate Diploma in Costing and Budgeting;**
13. **Postgraduate Certificate in Client or Customer Relations;**
14. **Postgraduate Diploma in Client or Customer Relations;**
15. **Postgraduate Certificate in Engineering and Technical Skills;**
16. **Postgraduate Diploma in Engineering and Technical Skills;**
17. **Postgraduate Certificate in Events Management;**
18. **Postgraduate Diploma in Events Management;**
19. **Postgraduate Certificate in Health and Safety Management;**
20. **Postgraduate Diploma in Health and Safety Management;**
21. **Postgraduate Certificate in Health Care Management;**
22. **Postgraduate Diploma in Health Care Management;**

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- 23. Postgraduate Certificate in Human Resource Development;**
- 24. Postgraduate Diploma in Human Resource Development;**
- 25. Postgraduate Certificate in Human Resource Management;**
- 26. Postgraduate Diploma in Human Resource Management;**
- 27. Postgraduate Certificate in Information and Communications Technology (ICT);**
- 28. Postgraduate Diploma in Information and Communications Technology (ICT);**
- 29. Postgraduate Certificate in Leadership Skills;**
- 30. Postgraduate Diploma in Leadership Skills;**
- 31. Postgraduate Certificate in Law – International and National;**
- 32. Postgraduate Diploma in Law – International and National;**
- 33. Postgraduate Certificate in Logistics and Supply Chain Management;**
- 34. Postgraduate Diploma in Logistics and Supply Chain Management;**
- 35. Postgraduate Certificate in Management Skills;**
- 36. Postgraduate Diploma in Management Skills;**
- 37. Postgraduate Certificate in Maritime Studies;**
- 38. Postgraduate Diploma in Maritime Studies;**
- 39. Postgraduate Certificate in Oil and Gas Operation;**
- 40. Postgraduate Diploma in Oil and Gas Operation;**
- 41. Postgraduate Certificate in Oil and Gas Accounting;**
- 42. Postgraduate Diploma in Oil and Gas Accounting;**
- 43. Postgraduate Certificate in Politics and Economic Development;**
- 44. Postgraduate Diploma in Politics and Economic Development;**
- 45. Postgraduate Certificate in Procurement Management;**
- 46. Postgraduate Diploma in Procurement Management;**
- 47. Postgraduate Certificate in Project Management;**
- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**

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Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



51. Postgraduate Certificate in Quality Management;

52. Postgraduate Diploma in Quality Management;

53. Postgraduate Certificate in Real Estate Management;

54. Postgraduate Diploma in Real Estate Management;

55. Postgraduate Certificate in Research Methods;

56. Postgraduate Diploma in Research Methods;

57. Postgraduate Certificate in Risk Management;

58. Postgraduate Diploma in Risk Management;

59. Postgraduate Certificate in Sales and Marketing;

60. Postgraduate Diploma in Sales and Marketing;

61. Postgraduate Certificate in Travel, Tourism and International Relations;


62. Postgraduate Diploma in Travel, Tourism and International Relations.

The actual courses studied will be detailed in a student or delegate's Transcript.

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