



THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT

Pioneering education for the global energy industry

“It’s hard to find an industry more global, and therefore more complex, and therefore more interesting, than oil and gas. It affects every country in the world, and that ties very nicely to who we are at Thunderbird.”

– Ed Barrett, Ph.D.,
Seward Chair in Global Strategy,
Emeritus and founder of oil & gas
executive education at Thunderbird



**The world’s most
global industry.**

**The world’s top global
business educator.**

Around the world, in developed and developing nations, individuals, societies and communities are intimately affected by the global energy industry. Unlike any other, energy is a commodity that touches the lives of virtually every person. Everywhere. As the world’s #1 ranked school in international business, Thunderbird understands the truly global nature of the energy industry – and the critical need for executives who understand its geopolitical, cultural and organizational complexities. For more than 20 years, Thunderbird has offered top-tier executive education solutions to businesses in perhaps the most global arm of the energy industry: oil and gas. Our competency in oil and gas industry professional development is unmatched – and deemed the gold standard worldwide.

The leader in global business education

Founded in 1946, Thunderbird has 40,000 graduates living in 147 nations around the world. In the last 20 years, Thunderbird's Executive Education division has educated more than 100,000 global clients via programs delivered on four continents. When it comes to global business education and thought leadership, Thunderbird consistently ranks top in its class.

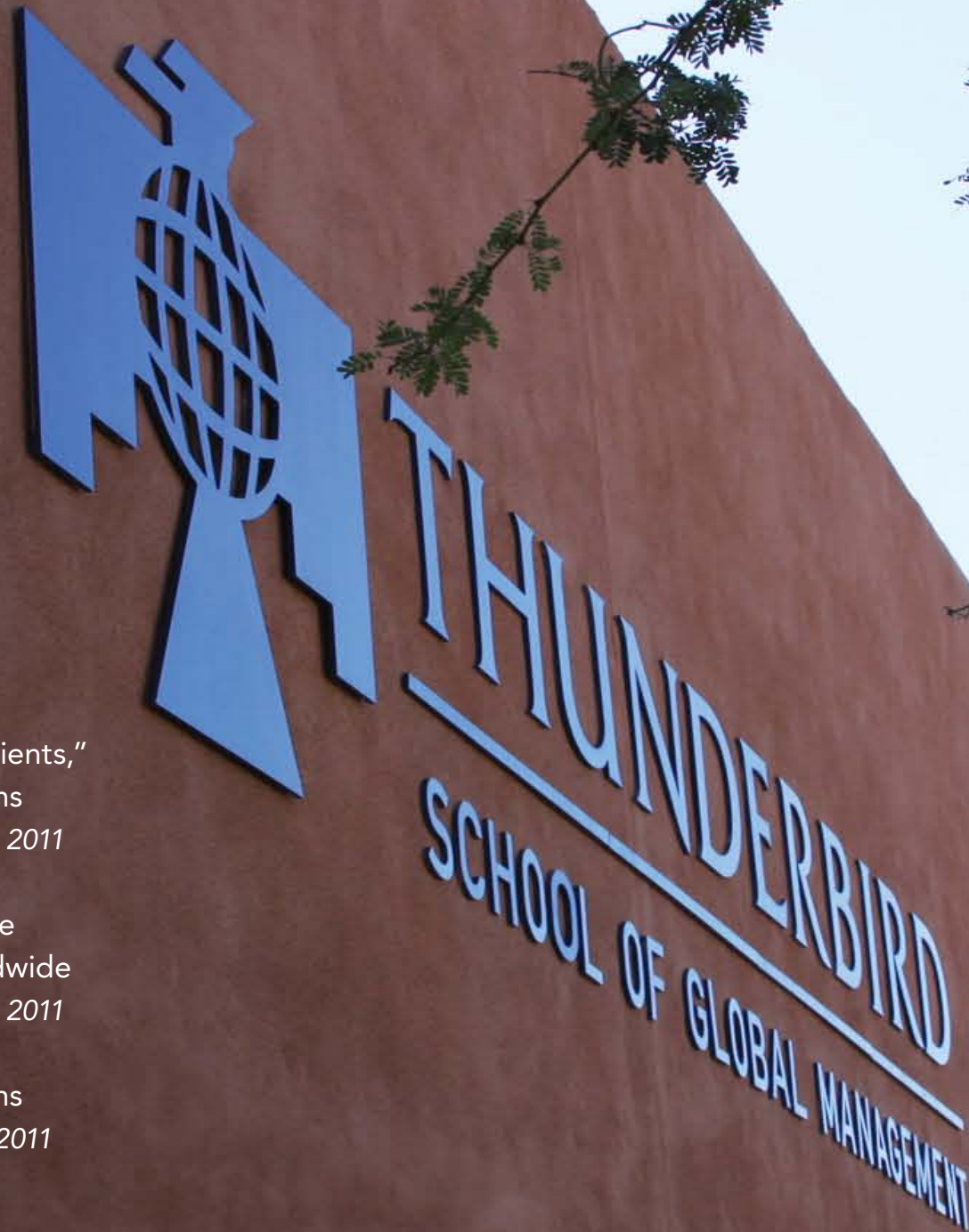
#1 "International Business,"
Full-time MBA
—*Financial Times* 2012
—*U.S. News & World Report* 2013

#2 Top Open Enrollment Programs Worldwide
#1 "International Location"
#1 "Preparation"
#1 "Course Design"
#1 "Teaching Materials"
—*Financial Times* 2011

#1 "International Clients,"
Custom Programs
—*Financial Times* 2011

#9 Overall Executive Education Worldwide
—*Financial Times* 2011

#15 Custom Programs
—*BusinessWeek* 2011



"The oil and gas industry is the most global industry in the world. And it touches on all sorts of elements of what we do at Thunderbird – managing political risk, financial risk and setting up organizations necessary to run global business."

—Andrew Inkpen, Ph.D.,
Professor of Management and
Co-Academic Director of the Thunderbird
Center for Global Energy Studies

“National oil companies have emerged as worthy challengers to the international oil companies that have a long history of success in challenging markets. Thunderbird, as a widely acclaimed interlocutor on global issues and cross-cultural management, can help bridge the worlds of NOCs and IOCs, fostering a better understanding of the collective destiny that these two types of firms face.”

– Kannan Ramaswamy, Ph.D.,
William D. Hacker Chair Professor of
Management and Academic Director
of the Advanced Management Program
for Oil & Gas Industry Executives



When you touch every corner of the world, you need a school that knows every corner of the world.

From bustling cities to remote villages, from corner offices to thatched huts, the oil and gas industry touches individuals at every level of society in every corner of the world. In this most global of industries, the stakes are high and the expectations are higher. To succeed, cross-cultural sensitivity is imperative. Cross-border negotiation skills are critical. Global political savvy is paramount. With more than two decades of experience in the oil and gas industry – and more than 65 years at the forefront of global business education – no other school is better equipped than Thunderbird to prepare oil and gas professionals for the challenges and opportunities of their worldwide marketplace.

GLOBAL OIL & GAS EDUCATION AT THUNDERBIRD

FIRST EXECUTIVE OIL & GAS OFFERING: 1990

GLOBAL DELIVERY: Programs delivered on four continents, as well as online

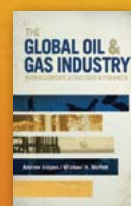
INDUSTRY PARTICIPANTS TO DATE: Over 10,500 global professionals

COUNTRIES REPRESENTED IN PROGRAMS: More than 80 nations

PARTICIPANT COMPANIES: 130+ organizations

We've traveled the world studying the global oil & gas business.

In the oil and gas industry, where resources are concentrated in the developing world and demand is concentrated in the developed world, finding the perfect balance between corporate business education and cultural insight is critical. That's exactly what Thunderbird's oil and gas faculty experts provide. For Thunderbird faculty, oil and gas education means personal immersion in the most global, oftentimes controversial, industry – and we travel to the front lines of this global business to both study its intricacies and share our expertise. Taught by the brightest minds in global business theory, strategy, cultural nuance, regional dynamics and leadership, Thunderbird's oil and gas executive education solutions deliver an unparalleled look into the inner workings of this competitive industry – and offer real, implementable solutions to drive organizations and careers forward. Additional insight and



industry strategy is presented in *The Global Oil & Gas Industry: Management Strategy & Finance*, written by Thunderbird Professors Andrew Inkpen, Ph.D., and Michael Moffett, Ph.D.



Ed Barrett, Ph.D.
Seward Chair in Global Strategy, Emeritus

Former Vice President of Thunderbird Executive Education and founder of the inaugural oil and gas executive solutions at Thunderbird, Dr. Barrett is known around the globe for his expertise in the oil and gas industry, along with global strategy and accounting in international business enterprises. He is co-author of a casebook on management accounting, as well as managerial issues in the oil and gas industry.



Andrew Inkpen, Ph.D.
J. Kenneth and Jeannette Seward Chair in Global Strategy

& Professor of Management and Co-Academic Director of the Thunderbird Center for Global Energy Studies

Dr. Inkpen has worked with the energy sector for many years and is co-author of *The Global Oil and Gas Industry: Management, Strategy & Finance (2011)*. His research focuses on the management of multinational firms, strategic alliances and international joint ventures. He is the author of numerous teaching cases and has won multiple teaching awards at Thunderbird. Dr. Inkpen has worked with a variety of different industries and companies as an executive education program director and instructor.



Michael H. Moffett, Ph.D.
Continental Grain

Professorship in Finance and Co-Academic Director of the Thunderbird Center for Global Energy Studies

A three-time recipient of Thunderbird's Outstanding Professor Award, Dr. Moffett's areas of expertise include international finance, treasury management and the financial management issues unique to the oil and gas industry. Dr. Moffett has extensive experience in financial management of multinational firms, cash flow and capital requirements for effective strategy execution, management of financial risk and research and consulting in the energy sector.



Kannan Ramaswamy, Ph.D.
William D. Hacker Chair Professor of

Management and Academic Director of the Advanced Management Program for Oil & Gas Industry Executives

Kannan Ramaswamy is world-renowned for his expertise in global strategy, emerging markets and the energy sector. He is an award-winning executive educator who has written extensively on global strategy issues of relevance to large global corporations. He has led a wide range of executive education programs for both IOCs and NOCs across the globe.



Gregory Unruh, Ph.D.
Professor of Global Business and

Director, The Lincoln Center for Ethics in Global Management

Dr. Unruh is a recognized expert in the fields of professional ethics, corporate social responsibility and energy and environmental management. A frequent contributor to prestigious journals like the *Harvard Business Review* and *International Energy Policy*, Dr. Unruh is a highly sought-after teacher and speaker at events like the World Economic Forum "Summer Davos" and the Clinton Global Initiative.

ENERGY INDUSTRY EDUCATION SOLUTIONS

- ▶ Center of Excellence focused on the global energy industry
- ▶ Research and consulting support from Thunderbird faculty and industry thought leaders
- ▶ Custom programs designed around an organization's specific needs
- ▶ Multi-week classroom programs for oil and gas industry executives
- ▶ Online oil and gas management training for individuals and corporate groups
- ▶ Energy-industry courses integrated into degree program curriculum

"The oil and gas industry is extremely dynamic. Most educational institutions simply cannot keep pace. At Thunderbird, we have an advantage – we get to work with many of the industry's global leaders every day."

– Michael H. Moffett, Ph.D.,
Continental Grain Professorship in Finance and Co-Academic Director of the Thunderbird Center for Global Energy Studies

Read about Thunderbird's professors at www.thunderbird.edu/faculty.



Comprehensive curriculum. Quality instruction.



Invaluable energy industry insight.

Online solutions

Certificate in Global Oil & Gas Management

The oil and gas industry is functioning in hyperdrive in locations around the globe. Thunderbird's online certificate offers convenient, globally accessible training to professionals wherever they are, with content developed and delivered by the same renowned faculty who teach in our #1 ranked MBA program and Advanced Management Program for Oil & Gas Industry Executives. In this 12-module online program, participants study the industry from the perspective of the entire value chain, analyzing management strategies and developing the capabilities needed to effectively lead in this dynamic industry.

[Learn more at online.thunderbird.edu/oilandgas](https://online.thunderbird.edu/oilandgas)

Classroom solutions

Advanced Management Program for Oil & Gas Industry Executives

In the oil and gas industry, competition is fierce. Community and activist dissent is prevalent. Political regulations and ramifications are many. To thrive amid these operating uncertainties, industry leaders need a new set of global management skills. As Thunderbird's flagship oil and gas industry solution, this acclaimed two-week program brings professionals from various organizations around the globe together for immersive training in industry-specific strategy, corporate finance, leadership, negotiations and cross-cultural/cross-border operations – giving them the skills and mindset to lead their organizations to success.

[Learn more at www.thunderbird.edu/AMP](https://www.thunderbird.edu/AMP)

Custom solutions

Personalized programs for partner organizations

In the energy sector, no two organizations operate exactly the same. The challenges are different; the strengths are different. And the executive development needs run the gamut. Thunderbird collaborates with our clients to adeptly develop effective, customized executive education programs that address the individual needs of specific organizations. We not only deeply understand the cultural and business challenges each company faces, but we can deliver a far-reaching range of innovative, integrated, end-to-end solutions anywhere in the world.

[Learn more at www.thunderbird.edu/custom](https://www.thunderbird.edu/custom)

Research & consulting solutions

Thunderbird Center for Global Energy Studies

Drawing on Thunderbird's thought leadership, cutting-edge curriculum and professional development offerings in the energy sector, the Center for Global Energy Studies provides organizations and individuals with educational programs and solutions to prepare them for the leadership challenges of today's global energy environment. By leveraging Thunderbird's proven and growing capabilities in this sector, and with a comprehensive library of exclusive case studies and research, the Center is establishing Thunderbird as the "go-to" institution for graduate and executive global energy education, faculty insight and consulting.

[Learn more at www.thunderbird.edu/energycenter](https://www.thunderbird.edu/energycenter)



Preparing today's global energy professionals for tomorrow's global opportunities.

Thunderbird has delivered oil and gas educational solutions to organizations such as:

- ▶ Abu Dhabi National Oil Company
- ▶ ADCO
- ▶ Apache Corporation
- ▶ ARCO British Ltd.
- ▶ Babcock & Wilcox
- ▶ Baker Hughes
- ▶ Banco Bisa (Bolivia)
- ▶ BP
- ▶ Chevron
- ▶ China National Offshore Oil Corporation
- ▶ ConocoPhillips
- ▶ Copetrol - Egypt
- ▶ Devon Energy
- ▶ Egyptian General Petroleum Corporation
- ▶ Encana Corporation
- ▶ Eni-Lasmo
- ▶ Exxon Mobil Corporation
- ▶ Geisum Oil Company
- ▶ Global Marine Drilling Company
- ▶ Gulf of Suez Petroleum Company
- ▶ Halliburton Energy Services
- ▶ Integra
- ▶ J. Ray McDermott International
- ▶ Kuwait Oil Company
- ▶ LUKOIL
- ▶ Maersk Oil
- ▶ Magellan Petroleum Australia, Ltd.
- ▶ Malaysia-Thailand Joint Authority
- ▶ Mobil Oil Corporation
- ▶ Mustang Engineering
- ▶ Natchiq, Inc.
- ▶ The National Gas Company of Trinidad & Tobago
- ▶ Nexen Petroleum International
- ▶ Nigerian National Petroleum Corporation
- ▶ Occidental Petroleum Corporation
- ▶ Oil and Natural Gas Corporation of India
- ▶ Pertamina
- ▶ Petróbras
- ▶ Petroeos Mexicanos
- ▶ Petroleo Brasileiro S.A.
- ▶ Petronas
- ▶ Pluspetrol Exploration and Production S.A.
- ▶ Qatar General Petroleum Corporation
- ▶ Repsol-YPF
- ▶ Santa Fe International Corporation - Azerbaijan
- ▶ Schlumberger
- ▶ Sidanco Oil Company
- ▶ Shell
- ▶ Suncor Energy
- ▶ TNK-BP
- ▶ Unipetrol Nigeria PLC
- ▶ Unocal Corporation
- ▶ VICO Indonesia
- ▶ Wintershall AG
- ▶ Woodside Energy



“Oil and gas creates a fascinating combination of business, technology and geopolitics... You need people who can function with lots of ambiguity and lots of patience – and they have to listen and think about issues from all sides and find solutions. Thunderbird is a great school to bring people together to think globally.”

– Bob Dudley,
CEO of BP and
1979 graduate of Thunderbird

Global organizations seek global solutions.



Discover how Thunderbird can help your organization navigate the complexities of the global energy industry.



THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT

Contact us today at 800 457-6959 or +1 602 978-7627

ONLINE: online.thunderbird.edu/oilandgas

CLASSROOM: www.thunderbird.edu/AMP

CUSTOM: www.thunderbird.edu/custom

RESEARCH & CONSULTING: www.thunderbird.edu/energycenter

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