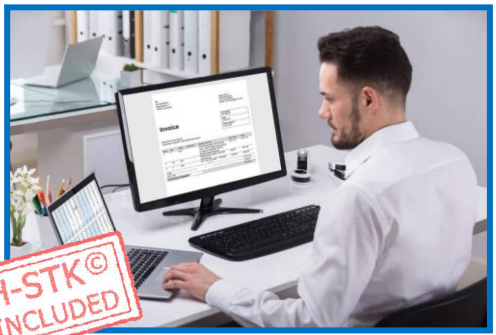
COURSE OVERVIEW CM0260
Managing Change Order & Contractual Claims

Course Title
Managing Change Order & Contractual Claims



H-STK© INCLUDED

Course Date/Venue
August 30-September 03, 2026/TBA Meeting Room, Holiday Inn Corniche, Al Khobar, KSA

3.0 CEUs (30 PDHs) AWARD

Course Reference
CM0260

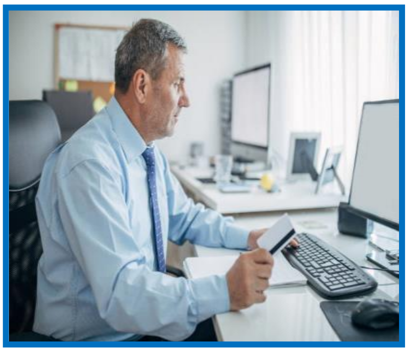
Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

Course Description

This practical and highly-interactive course includes real-life case studies where participants will be engaged in a series of interactive small groups and class workshops.

This course provides participants with practical knowledge and internationally recognized best practices for managing change orders, preventing disputes, preparing contractual claims, evaluating entitlement and resolving claims effectively throughout the project lifecycle. The course incorporates principles from FIDIC, NEC, EPC contracts and other widely used international standard forms.

Further, the course will also discuss the types of construction contracts, roles and responsibilities of contracting parties, contract lifecycle from tender to closeout and principles of contract administration; the contract documents, legal principles governing contracts and change orders; the change management process and international standard forms of contract; the contract changes, variation clauses, pricing change orders and time implications of change; and the documentation for change orders and change order negotiation.



During this interactive course, participants will learn the fundamentals of contractual claims, types of construction claims and notice requirements; the claim preparation process, cost recovery methods, time-related claims and claim evaluation techniques; the delay and disruption analysis, quantum assessment, dispute resolution mechanisms and expert reports and evidence; and the claim negotiations, claims under FIDIC contracts, claims prevention strategies and best practices in change order management.

Course Objectives/Outcomes & Benefits for the Participants

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on managing change order & contractual claims
- Discuss the types of construction contracts, roles and responsibilities of contracting parties, contract lifecycle from tender to closeout and the principles of contract administration
- Recognize contract documents, legal principles governing contracts and change orders
- Implement change management process and review international standard forms of contract
- Identify contract changes, variation clauses, pricing change orders and time implications of change
- Carryout documentation for change orders and change order negotiation
- Discuss the fundamentals of contractual claims, types of construction claims and notice requirements
- Apply claim preparation process, cost recovery methods, time-related claims and claim evaluation techniques
- Illustrate delay and disruption analysis and quantum assessment as well as recognize dispute resolution mechanisms and expert reports and evidence
- Manage claim negotiations and apply claims under FIDIC contracts, claims prevention strategies and best practices in change order management

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of managing change order and contractual claims for project managers, contract engineers, contracts administrators, quantity surveyors, construction managers, project controls professionals, consultants, owners' representatives, procurement specialists and engineers involved in contract administration.

Course Fee

US$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours

Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations:

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- The International Accreditors for Continuing Education and Training (IACET - USA)

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Mr. Mike Taylor, PhD (on-going), MScLI, MBA, MBL, BSc, HDE, is a **Senior Finance & Management Consultant** with over **30 years** of experience in **Power** & **Water Utilities**, **Other Energy** Sectors and **Financial** industries. His expertise lies extensively in the areas of **Managing Change Orders** and **Contractual Claims**, **Claims Under FIDIC Contracts**, **Change Management Process**, **Contract** Management, Principles of Clear & Precise **Legal Writing**, Quality Control & Peer Review in **Legal Drafting**, Leadership in **Contract Execution**, **Contract** & Risk Management, Persuasive **Legal Writing Techniques**, Strategies for Responding to **Claims**, **Notices and Enforcement Action**, **Contractor** Performance Assessments, **Contract** Management Procedure, Principles of **Contract Law**, Relevance of **Commercial Law** in the Power Sector, Elements of a Valid **Contract**, Types of **Commercial Contracts**, Risk Management in **Contracts**, **Contract Management** & **Tendering**, **Contract Obligations**, **Tenders** & **Contract Management** and **Contract Administration**. Further, he is also well-versed in **Finance Budgeting**, **Budgeting**, Forecasting & Planning, **Budgeting** and Cost Control, **Finance & Budgeting** Process & Procedures, **Effective Budgeting** & Cost Control, **Project Financial Data, Financial Indicators**, **Financial Leverage**, **Discounted Cash Flows**, **Economic Cost** Analysis, **Equity Profitability** Analysis, **Financial** Modelling & Forecasting, **Financial** Analysis Techniques, **Financial Data** Analysis Concepts & Process, **Credit** Analysis, **Financial & Accounting** Management, **Financial Planning** Techniques, **Vendor Invoice Processing** & **Management**, **Evaluating Cost** & **Revenue**, **Budgeting & Cost Control** and **Marketing** Management. Mr. Taylor is the **Founder & CEO** of Mitakon Innovation Pty Ltd wherein he is responsible for the development of Executives & Senior Managers specializing in innovation, knowledge management and commercial negotiation as well as authored, implemented and executed a global 21st century facilitation and leadership methodology.

During his career life, Mr. Taylor has gained his practical and field experience through his various significant positions and dedication as the **Knowledge-Solutions Service Provider**, **Founder-Principal/CIO**, **Subject Matter Expert**, **Consulting Partner**, **Executive/Management Development Facilitator**, **Multinational/Corporate Senior Management Consultant**, **Senior Quality & Finance Management Consultant**, **Executive Management Development/Facilitator**, **Business Consultant/Facilitator**, **Business & Quality Consultant/Coach**, **Client Director**, **Administration Manager**, **Quality Manager**, **International Sales & Business Development Executive**, **Regional Sales Manager**, **National Key Accounts Manager**, **Commercial Sales & Marketing Consultant**, **Admin Assistant**, **Sales & Marketing Representative**, **Key Note Speaker**, **Lecturer** and **Instructor/Trainer** for various international companies such as the Highland Group (Business Consulting), **Anglo American**, **BHP Billiton**, Rio Tinto, DI Management Solutions (BPO), Master Deal Making Institute (MDMI), RMG/Contact Media & Communications, Paul Dinsdale Properties (PDP), Giant Leap Architects, Wise Capital Investments (HOD), Evolution® Advertising, Collaborative Xchange, Leatt Corporation, Dentsply SA, FMCG/Binzagr Company, **Unilever**, **Kellogg's**, BAT, **Hershey's**, CORO, Lilly Direct/Lennon Generics and Bausch & Lomb.

Mr. Taylor has **Master's** degree in **Leadership & Innovation**, **Business Administration** and **Business Leadership** as well as a **Bachelor** degree in **Physical Education** and pursuing **PhD** in **Global Governance & Energy Policy**. Further, he is a **Certified Instructor/Trainer**, **Certified Internal Verifier/Trainer/Assessor** by the **Institute of Leadership & Management** (**ILM**) and a member of Incremental Advantage, Da Vinci Institute, Black Management Forum, Institute of Directors (IOD), World Future Society (WFS), Social Science Research Network, University of Kwazulu Natal (Alumnus), Anthropology & Archaeology Research Network and National Research Foundation (NRF). He has further delivered numerous trainings, courses, workshops, seminars and conferences globally.

Training Methodology
All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30% Lectures
20% Practical Workshops & Work Presentations
30% Hands-on Practical Exercises & Case Studies
20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Learning Design & Customization
This course can be customized to the exact requirements of clients. Haward Technology is so proud of our huge capabilities in tailoring our courses to the training needs of our valued clients.

Course Program
The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: ***Sunday, 30th of August 2026***

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Introduction to Construction Contracts*** *Types of Construction Contracts (Lump Sum, Unit Rate, Cost Plus, EPC, Design-Build) • Roles and Responsibilities of Contracting Parties • Contract Lifecycle from Tender to Closeout • Principles of Contract Administration*
0930 – 0945	*Break*
0945 – 1030	***Understanding Contract Documents*** *Hierarchy of Contract Documents • Scope of Work Interpretation • Technical Specifications and Drawings • Resolving Document Inconsistencies*
1030 – 1130	***Legal Principles Governing Contracts*** *Essential Elements of a Legally Enforceable Contract • Rights and Obligations of Contracting Parties • Good Faith and Fair Dealing • Contract Interpretation Principles*
1130 – 1215	***Basics of Change Orders*** *Definition and Purpose of Change Orders • Types of Project Changes • Sources of Changes During Project Execution • Impact of Changes on Project Objectives*
1215 – 1230	*Break*
1230 – 1330	***Change Management Process*** *Identifying Potential Changes • Change Request Procedures • Evaluation and Approval Workflow • Documentation Requirements*

1330 – 1420	***International Standard Forms of Contract*** *Overview of FIDIC Contract Suites • NEC Engineering Contracts • AIA and ICE Contracts • EPC and Turnkey Contract Provisions*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day One*

Day 2: Monday, 31st of August 2026

0730 – 0830	***Identifying Contract Changes*** *Directed Changes • Constructive Changes • Cardinal Changes • Minor Variations*
0830 – 0930	***Variation Clauses*** *Authority to Issue Variations • Contractor Obligations • Limits of Variations • Valuation Principles*
0930 – 0945	*Break*
0945 – 1100	***Pricing Change Orders*** *Contract Rates and Prices • New Rate Development • Cost-Based Pricing • Market-Based Valuation*
1100 – 1215	***Time Implications of Changes*** *Extension of Time (EOT) • Concurrent Delays • Critical Path Considerations • Acceleration Measures*
1215 – 1230	*Break*
1230 – 1330	***Documentation for Change Orders*** *Daily Reports • Site Instructions • Correspondence Management • Supporting Records*
1330 – 1420	***Change Order Negotiation*** *Negotiation Planning • Cost Justification Techniques • Managing Disagreements • Finalizing Change Agreements*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Two*

Day 3: Tuesday, 01st of September 2026

0730 – 0830	***Fundamentals of Contractual Claims*** *Definition of Contractual Claims • Common Claim Categories • Entitlement Principles • Burden of Proof*
0830 – 0930	***Types of Construction Claims*** *Delay Claims • Disruption Claims • Acceleration Claims • Additional Payment Claims*
0930 – 0945	*Break*
0945 – 1100	***Notice Requirements*** *Contractual Notice Provisions • Time Limits for Notification • Consequences of Late Notice • Best Practices for Notices*
1100 – 1215	***Claim Preparation Process*** *Establishing Entitlement • Demonstrating Causation • Quantifying Damages • Preparing Supporting Documentation*

1215 – 1230	Break
1230 – 1330	***Cost Recovery Methods*** *Direct Costs • Indirect Costs • Home Office Overhead • Profit and Financing Costs*
1330 – 1420	***Time-Related Claims*** *Delay Analysis Techniques • Critical Path Method (CPM) • Window Analysis • Time Impact Analysis (TIA)*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Three*

Day 4: Wednesday, 02nd of September 2026

0730 – 0830	***Claim Evaluation Techniques*** *Reviewing Contractual Entitlement • Technical Evaluation • Commercial Assessment • Risk Analysis*
0830 – 0930	***Delay & Disruption Analysis*** *Excusable Delays • Compensable Delays • Non-Excusable Delays • Concurrent Delay Assessment*
0930 – 0945	*Break*
0945 – 1100	***Quantum Assessment*** *Calculating Additional Costs • Productivity Loss Evaluation • Measured Mile Methodology • Global Claims Assessment*
1100 – 1215	***Dispute Resolution Mechanisms*** *Negotiation • Mediation • Dispute Adjudication Boards (DAB/DAAB) • Arbitration and Litigation*
1215 – 1230	*Break*
1230 – 1330	***Expert Reports & Evidence*** *Technical Expert Reports • Delay Expert Analysis • Financial Expert Evidence • Witness Statements*
1330 – 1420	***Managing Claim Negotiations*** *Negotiation Strategies • Settlement Techniques • Documentation of Agreements • Avoiding Future Disputes*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Four*

Day 5: Thursday, 03rd of September 2026

0730 – 0830	***Claims Under FIDIC Contracts*** *Contractor's Claims • Employer's Claims • Engineer's Role • Time Bars and Procedures*
0830 – 0930	***Claims Prevention Strategies*** *Effective Project Communication • Early Risk Identification • Proper Contract Administration • Proactive Issue Resolution*

0930 – 0945	*Break*
0945 – 1100	***Practical Workshop – Preparing a Complete Claim*** *Reviewing Project Documents • Preparing Entitlement Analysis • Developing Quantum Calculations • Presenting the Claim Package*
1100 – 1215	***Case Studies of Major Construction Claims*** *International Infrastructure Projects • EPC Project Claims • Oil and Gas Construction Disputes • Lessons Learned from Arbitration Decisions*
1215 – 1230	*Break*
1230 – 1315	***Best Practices in Change Order Management*** *Digital Change Management Systems • Key Performance Indicators (KPIs) • Audit and Compliance Practices • Continuous Improvement Initiatives*
1315 – 1345	***Course Review & Capstone Exercise*** *Integrated Change Order and Claim Simulation • Group Presentation and Discussion • Common Pitfalls and Success Factors • Personal Action Plan and Key Takeaways*
1345 – 1400	***Course Conclusion*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course*
1400 – 1415	***POST-TEST***
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Expected Learning Outcomes

By the end of this course, participants will be able to:

- Understand the legal and contractual foundations of change orders and contractual claims
- Interpret and administer major international construction contracts, including FIDIC, NEC, and EPC forms
- Identify, evaluate, and manage change orders throughout the project lifecycle
- Prepare, substantiate, and negotiate contractual claims for additional time and cost
- Apply industry-recognized delay analysis and quantum assessment methodologies
- Develop comprehensive claim submissions supported by contractual, technical, and financial evidence
- Utilize effective negotiation and dispute resolution techniques to achieve equitable settlements
- Implement best practices to minimize disputes, improve contract administration, and enhance project performance.

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-

Course Coordinator

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