COURSE OVERVIEW PM0619
Construction Contracts Masterclass

Course Title
Construction Contracts Masterclass

Course Date/Venue
November 08-12, 2026/Musandam Meeting Room, Royal Tulip Hotel, Muscat, Oman

Course Reference
PM0619

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

Course Description

This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.

This course is designed to provide participants with a detailed and up-to-date overview of Construction Contracts Masterclass. It covers the construction contracting environment and key challenges including contract formation, structure and legal principles; the standard forms of construction contracts, construction contracting and procurement strategies; the contract risk identification and allocation and contractual clauses commonly leading to problems; the effective construction contract administration, scope definition and management, variations, change orders and change management; and the contract pricing, payment and commercial management including performance obligations, quality and acceptance.

Further, the course will also discuss the securities, insurance, indemnities and liabilities and time obligations and construction scheduling; the delay, disruption and extension of time, liquidated damages and delay-related remedies; the construction claims management, claim evaluation, defense strategies, contract records, evidence and documentation; and the collaborative contracting principles, modern collaborative contracting models and risk management in collaborative contracts.

During this interactive course, participants will learn the contractual problem prevention and early intervention; the negotiation in construction contracts and improving contract and project outcomes; why construction disputes occur and the dispute resolution methods; the fundamentals of domestic and international arbitration including arbitration agreements, procedures and tribunal processes; the evidence, expert witnesses and technical documentation; and the comparison between arbitration, litigation and alternative resolution options.

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 construction contracts masterclass
- Discuss construction contracting environment and key challenges including contract formation, structure and legal principles
- Recognize standard forms of construction contracts and apply construction contracting and procurement strategies
- Carryout contract risk identification and allocation and identify contractual clauses commonly leading to problems
- Employ effective construction contract administration, scope definition and management as well as variations, change orders and change management
- Apply contract pricing, payment and commercial management including performance obligations, quality and acceptance
- Identify securities, insurance, indemnities and liabilities and apply time obligations and construction scheduling
- Discuss delay, disruption and extension of time, liquidated damages and delay-related remedies
- Employ construction claims management, claim evaluation and defense strategies and contract records, evidence and documentation
- Explain collaborative contracting principles, modern collaborative contracting models and risk management in collaborative contracts
- Apply contractual problem prevention and early intervention, negotiation in construction contracts and improving contract and project outcomes
- Explain why construction disputes occur and carryout dispute resolution methods
- Explain the fundamentals of domestic and international arbitration including arbitration agreements, procedures and tribunal processes
- Apply evidence, expert witnesses and technical documentation and compare arbitration, litigation and alternative resolution options

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 construction contracts for project managers, contract managers, project contract managers, contract personnel, contract professionals, cost consultants, quantity surveyors, procurement personnel, senior engineers, project engineers, contract engineers, engineers, coordinators and those involved in construction and engineering contracts.

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.

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. Douglas Robinson, MBA, BSc (Honors), Dip, is currently the **President** of **DSR Consulting** and the **Professor** of **Business Studies Unit** (BSU) at **Durban Institute of Technology** (DIT), where he is lecturing at **MBA level** in **Construction Contracts Masterclass**, **Construction Claims Management**, **Project** Management Plan, **Project** Management **Essentials**, **Technical Project** Management, **Project Work** Monitoring & Control, **Project Scope** Management, **Project Time** Management, **Project Cost** Management, **Project Human Resource** Management and **Project Communications** Management, **Project Procurement** Management, Analyzing **Project Financial Data**, **Commercial** Management, **Quality Management System** (**QMS**), **Project Quality** Management, **Value Engineering**, **Quality** Assurance, **Project** Management, **Project Risk Management**, **Risk Identification Tools** & **Techniques**, **Project** Life Cycle, **Project Stakeholder** & Governance, **Project Management** Processes, **Project Integration** Management, **Financial & Credit Risk** Management, Advanced **Commercial Analysis**, **Suppliers & Contractors** Management, **Contract** Administration & Cost Control, Effective **Contract Risk** Management, **Presentation** Skills, **Negotiation** Skills, **Industrial Relationships**, **Driving Performance**, **Performance** Measurement, **Time Management** Techniques, Organizing Daily Activities, Handling Difficulties & Pressure, Productivity & Feedback Management, **Problem Solving & Decision Making**, **ISO 9001 Lead Auditor**, **Commercial Negotiation & Legal Aspects**, Logistics & Supply Chain Management, **Quality Management**, **Project Financial Planning**, **Financial Management**, **Materials Inventory Management**, **Budgeting & Cost Control**, **Project Accounting**, **Project Management**, **Contract Management**, Operations Management, Procurement Management, Entrepreneurship and International Business

Mr. Robinson has over **30 years** of international experience in **Contract** Management, **Quality** Management, **ISO Standards**, Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing Strategies, Project Management, Business Systems, Operations Management and Business Re-Organization. Further, he is a **Registered Assessor** of **Quality** Management, Logistics, Supply Chain Management, Procurement Strategies, Purchasing and Outsourcing.

As a leader in the **Quality**, Procurement and Logistics fields, Mr. Robinson facilitated in-house skills development programmes in a lot of companies worldwide and has **extensive consulting experience** in both the public and private sectors. His experience includes implementing SAP system in Procurement, financial, sales, distribution, materials management and costing.

During his long career life, Mr. Robinson worked for many **International companies** such as Tiger Brands, Nestle's, Mondi Manufacturing, Mondi Forests, Masonite Africa Ltd., Frame etc. He worked as **General Manager**, **Quality Manager**, **Procurement Manager**, **Financial Manager**, **Contracts Manager**, **Logistics Manager**, **Logistics Superintendent**, **Project Manager**, **Purchasing Supervisor**, **SAP Facilitator**, etc.

Due to his thorough and long experience and knowledge, Mr. Robinson is **recognized internationally** as an **Expert** in Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing, Strategic planning, business wellness analysis, **Contract** management, **Project** Management, feasibility studies, financial analysis, cash-flow forecasting, Capital investment analysis, risk analysis, Business process analysis, and **Quality Management Systems**.

Mr. Robinson has a **Master's** degree in **Business Administration** (**MBA**) from the **University of Durban-Westville**, a **Bachelor's** degree with **Honors** in **Business Management** and **Administration** and **Diplomas** in **Medical Technology**, **Marketing Management**, **Business Management** and **Project Management** from the **University of Rhodesia** and from the **Damelin Management School** respectively. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management** (**ILM**), an active member of international professional affiliations and delivered innumerable trainings, courses, workshops and seminars globally.

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.

Accommodation

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

Training Methodology

Our courses employ an interactive, learner-centred methodology that integrates theoretical knowledge with practical application. The training is delivered through a suitable combination of some or all of the following methods, selected according to the course content and learning objectives:

- Instructor-led presentations and facilitated discussions
- Practical workshops and participant presentations
- Hands-on exercises and real-world case studies
- Equipment demonstrations and technical drawings
- Hardware- and software-based simulations
- Gamification & Role Play in soft-skills courses only
- Virtual Reality (VR) and Augmented Reality (AR)
- Instructional videos and other relevant training resources

This blended approach encourages active participation, strengthens practical skills and supports the effective application of acquired knowledge in the workplace.

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 course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: ***Sunday, 08th of November 2026***

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Construction Contracting Environment & Key Challenges*** *Characteristics of Engineering & Construction Contracts • Roles, Responsibilities & Commercial Interests of Contracting Parties • Major Contractual Challenges Across the Project Lifecycle • Causes of Cost Overruns, Delays & Contractual Disputes*
0930 – 0945	*Break*
0945 – 1030	***Contract Formation, Structure & Legal Principles*** *Essential Elements of a Valid & Enforceable Contract • Offer, Acceptance, Consideration & Contractual Intent • Contract Documents, Hierarchy & Order of Precedence • Incorporation of Specifications, Drawings, Schedules & Employer Requirements*

1030 – 1130	***Understanding Standard Forms of Construction Contracts*** *Overview of FIDIC & Other Common Standard Forms • Employer-Designed versus Contractor-Designed Contract Structures • Allocation of Responsibilities Under Standard Contract Conditions • Selecting Appropriate Contract Forms for Different Project Types*
1130 – 1215	***Construction Contracting & Procurement Strategies*** *Traditional, Design-Build, EPC & EPCM Contracting Approaches • Lump-Sum, Reimbursable, Unit-Rate & Target-Cost Arrangements • Advantages, Limitations & Risks of Different Contracting Models • Aligning Procurement Strategy with Project Objectives & Risk Profile*
1215 – 1230	*Break*
1230 – 1330	***Contract Risk Identification & Allocation*** *Principles of Fair & Effective Contractual Risk Allocation • Identification of Technical, Commercial, Financial & Schedule Risks • Risk Allocation Between Employer, Contractor & Subcontractors • Using Contractual Mechanisms to Control & Mitigate Risk*
1330 – 1420	***Contractual Clauses Commonly Leading to Problems*** *Ambiguous Scope, Specifications & Responsibility Provisions • Unbalanced Indemnities, Liabilities & Warranty Obligations • Problematic Payment, Variation & Completion Clauses • Practical Techniques for Identifying High-Risk Contract Language*
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, 09th of November 2026***

0730 – 0830	***Effective Construction Contract Administration*** *Establishing Contract Administration Roles & Responsibilities • Contractual Notices, Communications & Correspondence • Maintaining Contract Registers, Records & Audit Trails • Monitoring Obligations, Deliverables & Contractual Deadlines*
0830 – 0930	***Scope Definition & Management*** *Developing Clear Scope of Work & Technical Requirements • Identifying Scope Gaps, Overlaps & Ambiguities • Managing Interfaces Between Contractors & Project Stakeholders • Preventing Scope-Related Claims Through Effective Documentation*
0930 – 0945	*Break*
0945 – 1100	***Variations, Change Orders & Change Management*** *Identifying What Constitutes a Contractual Variation • Procedures for Instructing, Evaluating & Approving Changes • Valuation of Variations & Adjustment of Contract Price • Managing Cumulative Change & Its Impact on Cost and Schedule*
1100 – 1215	***Contract Pricing, Payment & Commercial Management*** *Contract Price Structures & Pricing Mechanisms • Interim Payments, Milestones, Retention & Final Accounts • Measurement, Valuation & Certification of Completed Work • Managing Payment Disagreements & Commercial Exposure*

1215 – 1230	*Break*
1230 – 1330	***Performance Obligations, Quality & Acceptance*** *Contractor Performance Standards & Contractual Deliverables • Inspection, Testing, Quality Assurance & Nonconforming Work • Substantial Completion, Taking-Over & Acceptance Procedures • Defects Liability, Warranties & Post-Completion Obligations*
1330 – 1420	***Securities, Insurance, Indemnities & Liabilities*** *Performance Bonds, Advance Payment Guarantees & Retention • Construction Insurance Requirements & Allocation of Insurable Risks • Indemnification Provisions & Third-Party Liabilities • Limitation of Liability, Exclusions & Consequential Loss*
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, 10th of November 2026***

0730 – 0830	***Time Obligations & Construction Scheduling*** *Contractual Commencement, Milestones & Completion Requirements • Relationship Between Contract Conditions & Project Schedules • Baseline Programs, Updates & Progress Measurement • Contractor Obligations for Schedule Reporting & Recovery*
0830 – 0930	***Delay, Disruption & Extension of Time*** *Excusable, Compensable, Concurrent & Contractor-Caused Delays • Establishing Entitlement to Extension of Time • Delay Notification, Evidence & Contractual Compliance • Evaluating Time Impact & Critical Path Consequences*
0930 – 0945	*Break*
0945 – 1100	***Liquidated Damages & Delay-Related Remedies*** *Purpose & Application of Liquidated Damages • Contractual Requirements for Enforcing Delay Damages • Caps, Grace Periods & Other Limitations • Balancing Employer Remedies with Contractor Protections*
1100 – 1215	***Construction Claims Management*** *Common Sources & Categories of Construction Claims • Establishing Contractual Entitlement, Causation & Quantum • Notice Requirements & Time-Bar Provisions • Developing Well-Structured & Evidence-Based Claims*
1215 – 1230	*Break*
1230 – 1330	***Claim Evaluation & Defense Strategies*** *Systematic Review of Contractor & Employer Claims • Assessing Contractual Basis, Facts & Supporting Records • Evaluating Cost, Time & Productivity Impacts • Preparing Responses, Counterclaims & Negotiation Positions*
1330 – 1420	***Contract Records, Evidence & Documentation*** *Importance of Contemporary Records in Claims & Disputes • Daily Reports, Progress Records, Correspondence & Meeting Minutes • Cost Records, Resource Data & Schedule Evidence • Developing Documentation Systems to Strengthen Contractual Positions*
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, 11th of November 2026
0730 – 0830	***Collaborative Contracting Principles*** *Moving from Adversarial to Collaborative Contract Relationships • Establishing Shared Objectives & Mutual Project Success Criteria • Building Trust, Transparency & Effective Communication • Aligning Commercial Incentives with Project Outcomes*
0830 – 0930	***Modern Collaborative Contracting Models*** *Partnering, Alliancing & Integrated Project Delivery Concepts • Early Contractor Involvement & Collaborative Planning • Target-Cost & Incentive-Based Commercial Models • Selecting Collaborative Approaches for Complex Projects*
0930 – 0945	*Break*
0945 – 1100	***Risk Management in Collaborative Contracts*** *Joint Identification & Management of Project Risks • Shared-Risk & Shared-Reward Mechanisms • Managing Interface, Design & Delivery Risks Collaboratively • Governance Mechanisms for Joint Risk Decision-Making*
1100 – 1215	***Contractual Problem Prevention & Early Intervention*** *Identifying Early Warning Signs of Contractual Problems • Early Warning Notices & Proactive Issue Management • Escalation Procedures & Structured Management Intervention • Resolving Commercial Issues Before They Become Formal Claims*
1215 – 1230	*Break*
1230 – 1330	***Negotiation in Construction Contracts*** *Preparing for Contractual & Commercial Negotiations • Interest-Based versus Position-Based Negotiation • Managing Difficult Negotiations & Conflicting Interests • Developing Sustainable Agreements & Documenting Settlements*
1330 – 1420	***Improving Contract & Project Outcomes*** *Integrating Contract, Commercial & Project Management Functions • Improving Communication Between Technical & Commercial Teams • Using Performance Indicators to Identify Contractual Problems • Applying Continuous Improvement & Lessons-Learned Processes*
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*

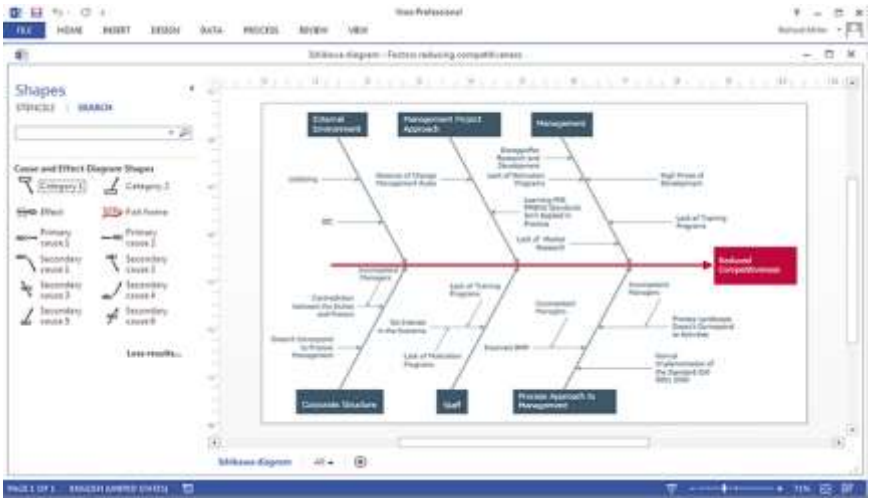
Day 5:	Thursday, 12th of November 2026
0730 – 0800	***Understanding Why Construction Disputes Occur*** *Common Technical, Commercial & Contractual Causes of Disputes • Poor Scope Definition, Documentation & Communication Failures • Unrealistic Risk Transfer & Contractual Imbalances • Organizational Behaviors That Escalate Contractual Conflict*
0800 – 0900	***Dispute Avoidance & Early Resolution*** *Developing a Structured Dispute-Avoidance Strategy • Early Neutral Evaluation & Management-Level Negotiation • Dispute Avoidance/Adjudication Boards & Expert Involvement • Selecting Fast, Practical & Cost-Effective Resolution Methods*
0900 – 0915	*Break*

0915 – 1030	***Alternative Dispute Resolution Methods*** *Negotiation, Mediation, Conciliation & Expert Determination • Adjudication & Dispute Board Procedures • Advantages & Limitations of Alternative Dispute Resolution • Selecting the Appropriate Resolution Method for Different Disputes*
1030 – 1130	***Arbitration & Construction Litigation*** *Fundamentals of Domestic & International Arbitration • Arbitration Agreements, Procedures & Tribunal Processes • Evidence, Expert Witnesses & Technical Documentation • Comparing Arbitration, Litigation & Alternative Resolution Options*
1130 – 1230	***Real-Life Construction Contract Case Studies*** *Analysis of Delay, Variation, Payment & Scope Disputes • Examining Contract Clauses That Contributed to Project Problems • Evaluating Actions Taken by Employers, Contractors & Consultants • Extracting Practical Lessons from Successful & Unsuccessful Outcomes*
1230 – 1245	*Break*
1245 - 1345	***Construction Contracts Masterclass Workshop*** *Reviewing a Complex Construction Contract Scenario • Identifying High-Risk Clauses, Claims & Potential Disputes • Developing Collaborative Risk Mitigation & Resolution Strategies • Preparing a Contract Management Action Plan for Improved Project Outcomes*
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*

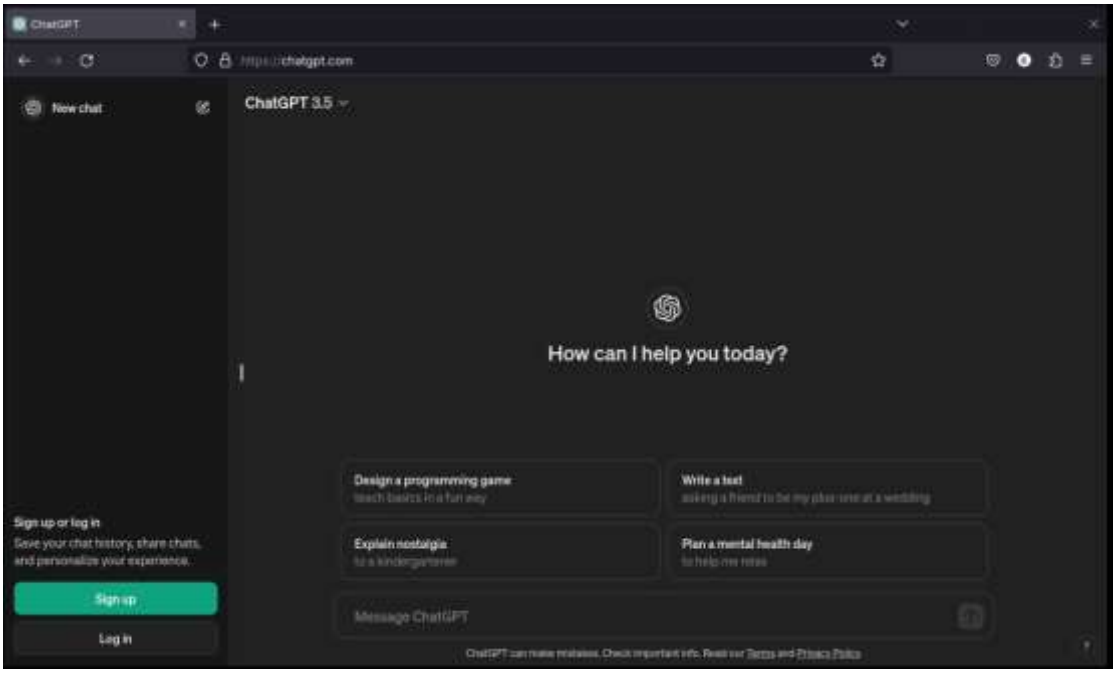
Software Tools Demonstration

Practical sessions will be demonstrated through software tools during the course for delegates. Delegates will have an opportunity to understand the exercises using the "Mindview Software", "Visio Software" and "ChatGPT".

Mindview Software



Visio Software



ChatGPT Software

Course Coordinator
Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org