

COURSE OVERVIEW LS0126
Contract Management

Course Title

Contract Management

Course Date/Venue

July 05-09, 2026/Online Virtual Training

Course Reference

LS0126

Course Duration/Credits

Five days/2.0 CEUs/20 PDHs



Course Description



70% of this course is practical sessions where participants will be engaged in a series of interactive small groups, class workshops and role-plays.

Successful sourcing relationships are based on careful and detailed preparation before the contract is signed. Both parties need a clear understanding of the type of relationship desired. Sourcing contracts can consist of anything from a brief document with a price list attached, to hundreds of pages of legal documentation, terms, schedules, and flow charts. Initiating and managing contracts can be a complex process that requires a thorough understanding of specific planning and procurement activities. As such, contract management is a systematic process in the purchasing and selling of services and products that involves specific phases and associated activities, including: Planning and Procurement, Award and Implementation.



The right Contract Strategy is the primary factor in determining contractor performance. It defines the way work will be allocated among contractors, the type of contractors to use, form of contracts (e.g., lump sum or reimbursable cost), the allocation of risks, and how benefits or incentives will be used.



The optimum contract strategy is unique to each project, and must reflect cost and savings objectives, the level of scope definition, prevailing market conditions, technology involved to be managed, location, specialized skills and services required, and the allocation of responsibilities between owner and contractor.

This course will focus on the key contract management phases and activities from both the buyer's and seller's perspectives. It will provide you with the practical knowledge and understanding of the contract procurement process, through interactive discussions and group exercises, focusing on realistic contracting examples and situations. You will be given guidelines and checklists to assist in your contract planning and management.

The course will cover strategic planning within an organization and the importance of its relationship to procurement planning. Planning models will be discussed as budgeting. Developing key partnerships within the organization in requirements determination will be explored, as this will lead to the development of proper specifications. Pricing strategies such as cost analysis and life cycle costing will also be covered. The intent is for the participant to develop a strong understanding of the complexities of contract administration and recognize the importance of planning, monitoring, and proactive insight into and oversight of contract performance.

Further, the course is designed to help participants fully realize the risks of conflicts and disputes associated with the contract during its different phases, and to define and fully understand the parties' obligations to mitigate such risks. Participants will learn how to develop the necessary management and mitigation measures to avoid the negative outcomes of such conflicts and how to implement them in the General and Particular Conditions of contract during the contract planning stage. They will also learn how to select procurement strategies and procedures for dispute avoidance and how to select the best contractor for the job. Participants will also be presented with the pre-contract award activities needed to reduce the potential of conflict during project execution.

Course Objectives/Outcomes & Benefits for the Participants

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

- Gain an advanced knowledge on contract management and apply its proven techniques, tools and procedures on planning, strategy, development, legal, negotiation, disputes, claims, counter claims, risk and administration
- Select the most appropriate contract strategy
- Design the contract to mitigate the risk of disputes and design a dispute resolution system
- Select the most suitable contractor and establish the responsibility matrix
- Discuss the project life cycle and the opportunities available in forming an effective approach to contract strategy
- Explain the effect of various organizational roles and their impact on the management and execution of the contract
- Improve their understanding of various types of contracts and the suitability of each one to the particular requirements of the client and contractor
- Create, maintain and enhance effective working relationships through consideration of more collaborative working, joint venture, partnering and alliances
- Apply the contracting policies applicable, and operational aspects of project management in the industrial and commercial environment

- Improve the understanding of contract risk in projects and the development of effective contingency arrangements
- Apply the methods used in review of project performance
- Develop effective management of project handover
- Obtain an awareness of the legal implications of the contracting process and appropriate remedy for disputes resolution and minimization of conflict

Who Should Attend

This course provides an overview of all significant aspects and considerations of contract management for those involved in the planning, administration and close-out of projects and contracts, whatever their particular responsibilities are, who wish to learn how to manage conflicts that might arise between any of the parties during any phase of the project's or contract's progress and execution. It is specifically designed for project managers and engineers, project owners, contract managers, contractors, sub-contractors, consulting engineers and construction management executives who wish to obtain the practical knowledge and expertise necessary to make a positive and effective contribution to the successful achievement of their project's or contract's objectives. The course is also beneficial for owner and user organizations, regulatory or governmental agencies, architects, planners, industrial designers, designer-builders, owner representatives, project superintendents, expeditors, operational personnel, facilities engineers and industrial designers.

Training Methodology

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:-

30% Theory

70% Practical Exercises, Case Studies, Engaging Slides/Games, Customized Videos, Site Visits, Simulations, Role Play, Group Skill Sessions, Outdoor & Indoor Activities, Ice Breaking Activities, Group Activities and E-learning associated with the course topic is preferred

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 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 **2.0 CEUs** (Continuing Education Units) or **20 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 Fee

US\$ 2,750 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.



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 **Advanced Contract Management, Contract Management Guidelines & Practices, Contract Management Framework, Contracts Monitoring & Evaluation, Contracts & Suppliers Risk Identification, Contract Terms & Conditions, Contract Terminations, Advanced Suppliers & Contractors Management, Contractor Performance Evaluation, Contract Execution, Insurance Management, Leadership & Change**

Management, Contract Procurement and Partnering, Contract Negotiation Foundations, Contract Management & Administration, FIDIC & Other Model Contracts, Advanced International Contracts Laws, Risk Management, Facility & Space Management, Asset Management & Strategies, Integrated Workplace Management systems (IWMS), Smart Building Systems & Automation, Access & Control Systems, Budgeting & Forecasting, Budget Preparation & Control, Budget Planning & Monitoring, Project Procurement Management, Human Resources Management (HRM), Presentation Skills, Negotiation Skills, Interpersonal Skills, Communication Skills, Collaboration Skills, Developing Effective Partnership, Project Gate System Procedures, Adaptability & Flexibility, Learning & Self Development, Industrial Relationships, Driving Performance, Performance Measurement, Performance Goal Implementation, Time Management Techniques, Organizing Daily Activities, Handling Difficulties & Pressure, Productivity & Feedback Management, Problem Solving & Decision Making, ISO 9001 Lead Auditor, Competency Based Training & Design Plan, 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, 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 inventory, contract 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, Contracts Manager, Procurement 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 Facility & Space Management, Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing, Strategic Planning, Business Wellness Analysis, Contract Management, Project Management, Feasibility Studies, Financial Analysis, Cash-flow, Budget & 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.

Virtual Training (If Applicable)

If this course is delivered online as a Virtual Training, the following limitations will be applicable:-

Certificates	Only soft copy certificates will be issued to participants through Haward’s Portal. This includes Wallet Card Certificates if applicable
Training Materials	Only soft copy Training Materials (PDF format) will be issued to participant through the Virtual Training Platform
Training Methodology	70% of the program will be theory and 30% will be practical sessions, exercises, case studies, simulators or videos
Training Program	The training will be for 4 hours per day starting at 0930 and ending at 1330
H-STK Smart Training Kit	Not Applicable
Hands-on Practical Workshops	Not Applicable
Site Visit	Not Applicable
Simulators	Only software simulators will be used in the virtual courses. Hardware simulators are not applicable and will not be used in Virtual Training

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, 05th of July 2026

0930 - 0935	<i>Registration, Coffee, Welcome & Introduction</i>
0935 - 0945	PRE-TEST
0945 - 1030	Contract Management <i>The Economy • The Economy/Contract Discussion • What is Contract? • What is Contract Management? • The Purpose • Contracting Process</i>
1030 - 1035	<i>Break</i>
1035 - 1130	Contract Management (cont'd) <i>Advanced Contract Management • Course Overview • Course Overview – Advanced Contract Management • Objectives • Sourcing/Procurement Contracts • Case Study</i>
1130 – 1200	Contractors Versus Project Managers <i>Contractors + Project Managers • Develop the Contract • Develop the Tender Process • Develop the Contractors • Goods and Services • Procurement Contracts • Project: Definition • Project Management in General • Innovation • Why Project? • Project Phases • Project Manager • Skills • Project Management • Performance Monitoring</i>

1200 - 1205	Break
1205 - 1325	Contractors Versus Project Managers (cont'd) Project Environment • Identify Stakeholders • Steps of Stakeholder Analysis • Student Syndrome • Parkinson's Law • Dependency • Procurement Contracts – Summary • Procurement • Procurement Planning • Contract • Contracting • Contracts and Contractors • Labor Contracts • Project Contract Administration • Project Contract Closure
1325 - 1330	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
1330	End of Day One

Day 2: Monday, 06th of July 2026

0930 - 1030	Contract Management & Methods Understanding the Contract Management Process • The Contract Management Process • Contract Law • Definition of a Contract • Contract • Contract Essentials • Sales Contract • Essentials of a Sales Contract • Nature of Sales Contract • Common and Statutory Law • Terms • Definition Buyer, Seller, and Subcontractor • Buyer or Customer • Buyer • Customer & Seller • Contractor • Service Provider • Use of Contracts
1030 - 1035	Break
1035 - 1115	Contract Management & Methods (cont'd) Buyer – Seller Perspectives • Type I Acquisition: Pricing Considerations • Type II Acquisition: Pricing Considerations • Teamwork – Roles and Responsibilities • Responsibility Matrix • Responsibility Matrix Steps • Types of Authority • Priority of Contract • Global Contracting Concepts and Principles • Global Contracting Principles • Elements of a Contract • Offer & Acceptance
1115 - 1200	Contract Management & Methods (cont'd) Competent Parties • Consideration • Legality of Purpose • Ability to Perform • Contract Law • Terms and Conditions • Interpreting Contract Provisions • Interpretation Rules • Contracting Methods • Competitive and Non-Competitive • Competitive Procurement • Simplified Acquisition • Full and Open Competition (FOC) • Competitive Procurement Methods • Sealed Bidding
1200 - 1205	Break
1205 - 1325	Contract Management & Methods (cont'd) Steps to Sealed Bidding • Negotiated Procurement • Request for Proposals (RFP) Steps • Two-Step Sealed Bidding • Two-Step Sealed Bids • Non-Competitive Procurement • Sole-Source • Purchase Agreements vs. Contracts • Single-Source Negotiation vs. Sole-Source Negotiation • Purchasing Card • Imprest Funds • Imprest Funds Usage • Auctioning
1325 - 1330	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
1330	End of Day Two



Day 3: Tuesday, 07th of July 2026

0930 – 1030	<p>Procurement & Administration <i>Pre-Award Phase • The Procurement Process • Types of Procurement • Project Management Procurement • Project Contract Cycle • Contract Planning • Procurement Planning • Make or Buy Analysis • Procurement Plan • Plan Should Cover • Procurement Planning • Procurement Requirement Determination • Statement of Work • Market Study • Market Research/Market Study • Market Study • Preliminary Budgets • Cost Estimate • Procurement Documents • Solicitation Process • Bid/No-Bid Decision • Proposals • Purpose of a Proposal</i></p>
1030 - 1035	<p><i>Break</i></p>
1035 - 1115	<p>Procurement & Administration (cont'd) <i>Proposal Preparation • Proposal Team – Client Perspective • Proposal Office • Proposal Team Representation • Roles and Responsibilities • Specialist Groups • Proposal Types • Commercial Proposals • Developing Contract Pricing Agreements • Contract Types • Contract Types • Variability of Contracts • Developing Contract Agreements • Categories and Types of Contracts • Contract Terminology</i></p>
1115 - 1200	<p>Procurement & Administration (cont'd) <i>Contract Types • Common Variations – Contracts • Comparison of Common Contract Types • Contract Type Considerations • Contract Selection Basis • Contract Negotiation • Award Phase • Source Selection • Elements in Source Selection • Result of Vendor Selection • Contract Administration • Contract Planning • Government Oversight • Claims Review Procedures • Personnel Qualification • Compensation of Contractor • Contract Administration Teams</i></p>
1200 - 1205	<p><i>Break</i></p>
1205 – 1325	<p>Procurement & Administration (cont'd) <i>Functions of ACO • Ambiguity Resolution • Contractual Changes • Constructive Change • Termination of Contract • Customer Reasons for Termination • Contractor Default • Subcontracting • Statutory Compliance • General Methods of Enforcement • Labour Laws • Intellectual Property Rights • Change Management • PURR/R • Risk Management • Case: Download • Where is Risk? • Risk Management Prioritizing • Risk Management Plan Table • Risk Response • Risk and Uncertainty • Risk • Components of Risk • Types of Project Risks</i></p>
1325 – 1330	<p>Recap <i>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</i></p>
1330	<p><i>End of Day Three</i></p>

Day 4: Wednesday, 08th of July 2026

0930 – 1030	<p>Contract Planning & Strategies <i>Case Study: Contract Administration Office Functions • Claim Protection and Mitigation • Contract Planning to Minimize Conflict • Project Management Life Cycle • The Process Flow of a Project • Construction Conflict • Cost Monitoring and Payment • Issues in Cost Monitoring • Detection and Analysis of Claim Events • Areas Covered by Contractual Clauses • Selecting Contracting Strategies and Procurement Methods to Minimize the Risks of Conflict during the Project • Contract Types: Guaranteed Max Price • Contract Types: Lump Sum • Contract Types: Unit Price Contract • Contract Types: Cost Plus Contract</i></p>
1030 - 1035	Break
1035 - 1115	<p>Contract Planning & Strategies (cont'd) <i>Contract Types • Selecting Contracting Strategies and Procurement Methods to Minimize the Risks of Conflict during the Project • Design-Build Contracts • Construction Management Contract • Selecting an Appropriate Form of Procurement to Minimize Conflict • Designing a Dispute Resolution System • Detection and Analysis of Claim Events • Suspension of Work • Re-Sequencing of the Work</i></p>
1115 - 1200	<p>Contract Planning & Strategies (cont'd) <i>Variation Orders • Variations in Estimated Quantities • Variation Order Cost Adjustments • Adjustments for Price and Profit • Detection and Analysis of Claim Events • Differing Site Conditions • Defective Specifications and Drawings • Acceleration of the Work • Force Majeure • Termination for Convenience • Termination for Default and Re-Procurement</i></p>
1200 - 1205	Break
1205 - 1325	<p>Develop & Maintain Qualified Bidder's List <i>What Is Qualified Bidder? • What Is Approved Bidders List? • Selecting Qualified Suppliers • Develop and Maintain Qualified Bidder's List • Conclusion</i></p>
1325 – 1330	<p>Recap <i>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</i></p>
1330	End of Day Four



Day 5: Thursday, 09th of July 2026

0930 – 1030	<p>Variations, Damages & Risk <i>Variation Order Cost Estimates • Performance Measurement & Improvement • Changes in the Contract • Time of Acceptance • Compensation for Rejected Change Order Estimates • Reseroation of Indirect Costs • Forms for Pricing Changes • Counterclaims Against the Contractor • Counter Claims • Set-Off Claims by the Employer • Liquidated Damage Claims by the Employer • Claims by the Employer Arising from Defective Materials and Workmanship • Claims by Sub-Contractors for Money Arising from Delays and Disruption Caused by the Contractor Under the Contract • Client Claim Against Contractor • Claims for Delay • Typical Project Owner Claims • Liquidated Damages • Requirements for Liquidated Damages • Actual Damages</i></p>
1030 – 1035	<p>Break</p>
1035 – 1130	<p>Variations, Damages & Risk (cont'd) <i>Typical Contractor Delay Claims • Delay Claims • Excusable Delays • Force Majeure • Compensable Delays • Delay on Critical Path • Doctrine of Concurrent Delay • Procedures for Limitation of Delay Claim • Actions to be Taken by Contractor • Un-Liquidated Claim • Evaluation of Claims Related to Project Scheduling • Scheduling Provisions • Emphasis on Network Analysis Techniques • Techniques for Providing Delay with CPM • Concurrent Delays • Acceleration/Job Compression • Acceleration/Job Compression • Checklist for Use of CPM in Litigation • Damages Due to Delay • Assessment & Proof of Damage for Delay • Relative Merits of Liquidated vs. Un-liquidated Damages • Risk Management in Service Contracts • Risk Management • Risk Management Process • Risk Handling Strategies • Past Performance Issues • Dispute Resolution • ADR in the Construction Industry • Administrative Close Project • Close Project • Warranty • Contract Close-Out • Risk Closeout</i></p>
1130 – 1200	<p>Procurement & Dispute Resolution <i>Procurement Management • Project Procurement Management • Management: A Definition • Project Management: A Definition • Management Decision-Making • Business Decisions • Procurement Management • Close Procurement Contract</i></p>
1200 - 1205	<p>Break</p>
1205 – 1245	<p>Contract Planning & Strategies (cont'd) <i>Variation Orders • Variations in Estimated Quantities • Variation Order Cost Adjustments • Adjustments for Price and Profit • Detection and Analysis of Claim Events • Differing Site Conditions • Defective Specifications and Drawings • Acceleration of the Work • Force Majeure • Termination for Convenience • Termination for Default and Re-Procurement</i></p>
1245 – 1310	<p>Develop & Maintain Qualified Bidder's List <i>What Is Qualified Bidder? • What Is Approved Bidders List? • Selecting Qualified Suppliers • Develop and Maintain Qualified Bidder's List • Conclusion</i></p>
1310 - 1315	<p>Course Conclusion <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course</i></p>
1315 - 1330	<p>POST-TEST</p>
1330	<p>End of Course</p>

Practical Sessions

70% of this highly-interactive course is practical sessions. Theory learnt (30%) will be applied using various role-plays, case studies and practical sessions



Course Coordinator

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