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CONTRACTS MANAGEMENT | CON-034

Commercial Management for Contract Managers

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Course content

Why Attend

Contract managers are increasingly expected to protect and grow the commercial value of contracts, not just administer them. That means understanding pricing and margin, managing change and claims proactively, controlling cost and cash, identifying commercial risks and opportunities, and making sound decisions that balance short-term gains with long-term relationships.

This Commercial Management for Contract Managers training course develops the commercial awareness and skills that contract managers need. Participants learn how contracts create and lose value, how to read pricing and cost structures, manage commercial risk and opportunity registers, control variations and claims, forecast contract outturn, manage cash flow and negotiate commercial outcomes.

Course Methodology

• The course uses a running case study contract with realistic cost, change and performance data. Participants analyse pricing, maintain a risk and opportunity register, value changes, prepare commercial forecasts and negotiate commercial issues, presenting a commercial report to a simulated management team.

Course Objectives

• Explain the commercial role of the contract manager

• Understand pricing, cost and margin structures in contracts

• Identify and manage commercial risks and opportunities

• Control variations, change and claims proactively

• Forecast contract outturn and monitor commercial performance

• Manage payment, cash flow and working capital

Target Audience

• Contract managers and contract administrators

• Commercial managers and quantity surveyors

• Procurement and category managers

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Course content

- Project managers with commercial responsibility

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Course outline

Detailed course outline

Day-by-day outline for Commercial Management for Contract Managers.

Day 1 - The Commercial Role of the Contract Manager

• 09:00-09:30 | Moving from contract administration to commercial management

• 09:30-10:30 | How contracts create and lose value

• 10:30-11:00 | Buyer and supplier commercial perspectives

• 11:00-11:30 | Coffee break

• 11:30-12:00 | Key commercial terms every contract manager must know

• 12:00-12:30 | Commercial governance and delegated authority

• 12:30-13:00 | Lessons from contracts that lost value

• 13:00-14:00 | Exercise: commercial review of a case study contract

Day 2 - Pricing, Cost and Margin

• 09:00-09:30 | Pricing models and their commercial implications

• 09:30-10:30 | Understanding cost build-ups and overheads

• 10:30-11:00 | Margin, contribution and profitability analysis

• 11:00-11:30 | Coffee break

• 11:30-12:00 | Indexation, price review and inflation risk

• 12:00-12:30 | Open book arrangements and cost transparency

• 12:30-13:00 | Benchmarking prices and value for money

• 13:00-14:00 | Workshop: analysing a price and cost breakdown

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Day 3 - Commercial Risks, Change and Claims

- 09:00-09:34 | Commercial risk and opportunity registers
- 09:34-10:08 | Early warning and proactive change management
- 10:08-10:42 | Valuing variations and changes fairly
- 10:42-11:00 | Preparing and assessing claims
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Preparing and assessing claims (continued)
- 11:46-12:20 | Avoiding scope creep and unrecovered costs
- 12:20-12:53 | Commercial impact of delays and disruption
- 12:53-14:00 | Exercise: valuing a set of changes

Day 4 - Forecasting, Cash and Reporting

- 09:00-09:34 | Forecasting contract cost and value at completion
- 09:34-10:08 | Monitoring commercial performance indicators
- 10:08-10:42 | Payment applications and cash flow management
- 10:42-11:00 | Managing retentions, bonds and securities
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Managing retentions, bonds and securities (continued)
- 11:46-12:20 | Commercial reporting to senior management
- 12:20-12:53 | Identifying and escalating commercial issues early
- 12:53-14:00 | Workshop: preparing a commercial forecast and report

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Day 5 - Commercial Negotiation and Relationships

- 09:00-09:34 | Preparing for commercial negotiations
- 09:34-10:08 | Trading concessions and protecting margin
- 10:08-10:42 | Settling accounts and resolving disputes commercially
- 10:42-11:00 | Balancing commercial outcomes with relationships
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Balancing commercial outcomes with relationships (continued)
- 11:46-12:20 | Commercial ethics and integrity
- 12:20-13:27 | Simulation: negotiating a commercial settlement
- 13:27-14:00 | Personal action plan for commercial management

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Seminar dates

Available seminar dates

Live dates and pricing for Commercial Management for Contract Managers generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	London	Classroom	**€2,915**
18 - 22 January 2027	Barcelona	Classroom	**€2,275**
25 - 29 January 2027	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	Madrid	Classroom	**€3,400**
15 - 19 February 2027	London	Classroom	**€2,915**
22 - 26 February 2027	Barcelona	Classroom	**€2,275**
1 - 5 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Commercial Management for Contract Managers generated from the course details page.

Date	Location	Format	Fee
8 - 12 February 2027	Munich	Classroom	**€2,425**
22 - 26 March 2027	London	Classroom	**€2,915**
1 - 5 March 2027	Barcelona	Classroom	**€2,275**
8 - 12 March 2027	Frankfurt	Classroom	**€2,175**
15 - 19 March 2027	Paris	Classroom	**€2,810**
5 - 9 April 2027	London	Classroom	**€2,915**
12 - 16 April 2027	Barcelona	Classroom	**€2,275**
19 - 23 April 2027	Frankfurt	Classroom	**€2,175**
26 - 30 April 2027	Rome	Classroom	**€2,830**
10 - 14 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Commercial Management for Contract Managers generated from the course details page.

Date	Location	Format	Fee
17 - 21 May 2027	Barcelona	Classroom	**€2,275**
24 - 28 May 2027	Frankfurt	Classroom	**€2,175**
3 - 7 May 2027	Vienna	Classroom	**€3,425**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	London	Classroom	**€2,915**
5 - 9 July 2027	Barcelona	Classroom	**€2,275**
12 - 16 July 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	Cape Town	Classroom	**€1,825**

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Seminar dates

Available seminar dates

Live dates and pricing for Commercial Management for Contract Managers generated from the course details page.

Date	Location	Format	Fee
2 - 6 August 2027	London	Classroom	**€2,915**
9 - 13 August 2027	Barcelona	Classroom	**€2,275**
16 - 20 August 2027	Frankfurt	Classroom	**€2,175**
23 - 27 August 2027	Dubai	Classroom	**€2,845**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
18 - 22 October 2027	London	Classroom	**€2,915**
25 - 29 October 2027	Barcelona	Classroom	**€2,275**
4 - 8 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Commercial Management for Contract Managers generated from the course details page.

Date	Location	Format	Fee
11 - 15 October 2027	Istanbul	Classroom	**€2,825**
22 - 26 November 2027	London	Classroom	**€2,915**
1 - 5 November 2027	Barcelona	Classroom	**€2,275**
8 - 12 November 2027	Frankfurt	Classroom	**€2,175**
15 - 19 November 2027	Kuala lumpur	Classroom	**€2,425**
6 - 10 December 2027	London	Classroom	**€2,915**
13 - 17 December 2027	Barcelona	Classroom	**€2,275**
20 - 24 December 2027	Frankfurt	Classroom	**€2,175**
27 - 31 December 2027	Madrid	Classroom	**€3,400**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Seminar dates

Available seminar dates

Live dates and pricing for Commercial Management for Contract Managers generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**

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9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**

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22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**