

Good Practice Contract Management Framework

Central Governments Management of Service Contracts Report The Stationery Office

Almost 80% of CEOs say that their organization must get better at managing external relationships. According to The Economist, one of the major reasons why so many relationships end in disappointment is that most organizations 'are not very good at contracting'. This ground-breaking title from leading authority IACCM (International Association for Contract and Commercial Management) represents the collective wisdom and experience of Contract, Legal and Commercial experts from some of the world's leading companies to define how to partner for performance. This practical guidance is designed to support practitioners through the contract lifecycle and to give both supply and buy perspectives, leading to a more consistent approach and language that supports greater efficiency and effectiveness. Within the five phases described in this book (Initiate, Bid, Development, Negotiate and Manage), readers will find invaluable guidance on the whole lifecycle with insights to finance, law and negotiation, together with dispute resolution, change control and risk management. This title is the official IACCM operational guidance and fully supports and aligns with the course modules for Certification.

This book addresses the process and principles of contract management in construction from an international perspective. It presents a well-structured, in-depth analysis of construction law doctrines necessary to understand the fundamentals of contract management. The book begins with an introduction to contract management and contract law and formation. It then discusses the various parties to a contract and their relevant obligations, whether they are engineers, contractors or subcontractors. It also addresses standard practices when drafting and revising contracts, as well as what can be expected in standard contracts general clauses. Two chapters are dedicated to contract clauses, with one focused on contract administration such as schedules, payment certificates and defects liability, and the other focused on contract management, such as terminations, dispute resolutions and claims. This book provides a useful reference to engineers, project managers and students within the field of engineering and construction management. This fast-paced book walks you through the entire buying and selling life-cycle in just the first chapter. Chapters 2-7 then provide the detailed process inputs, proven tools and techniques, and desired outputs for all three phases and each of the seven key steps which both buyers and sellers must accomplish to achieve business success. Chapters 8, 9, and 10 each provide a thought-provoking discussion of proven effective best practices to improve buying and selling. Each chapter provides best practices in solicitations, bids/proposals, and contracts in a different marketplace. Chapter 8 addresses best practices in the U.S. Federal Government Marketplace. Chapter 9 provides best practices in the U.S. Commercial Marketplace. Finally, Chapter 10 discusses buying and selling best practices in the Multi-National/Global Marketplace. This one-of-a-kind book provides both breadth and depth of practical guidance, which few books have ever delivered. Plus, the authors have included numerous excellent interviews of buying and selling business professionals, from both the U.S. Government and industry. The interviews alone are worth the price of this book. If you are a business professional involved in any aspect of buying or selling products, services, and/or solutions, then this book is a must buy, read, and do!

The principles and good practice framework presented in this publication serve as a point of reference for policy makers and managers to review and modernise post-public employment policies.

This fully updated new edition of this practical and popular text starts at the beginning of projects and makes lucid connections between stages which are often misunderstood. It covers NEC and JCT contracts, considering the topic from an industry perspective and including key issues such as Health and Safety, the environment and EU regulations. Economic development and social welfare depend on the existence of effective and efficient infrastructure systems, particularly in health, energy, transportation and water, many of which are developed and managed through Public-Private Partnerships (PPPs). However, empirical evidence suggests some pitfalls in the use of these PPP arrangements. This book addresses these issues, focusing on mostly three key questions: How to improve the robustness of the decision-making process leading to the option of PPP? How to improve contract management as the longest phase of the process? How can contracts be improved to accommodate uncertainty and avoid harmful renegotiations? The authors explore the concept of flexible contracts, the uncertainty modeling for improving the robustness of the decision-making process, and develop an overall framework for effective contract management, along with a comprehensive analysis of current renegotiation patterns. The ultimate goal is to improve the contractual performance, as well as the overall infrastructure management and social welfare. ?

In 1991 the Chartered Institute of Building initiated a multi-institute task force and a Code of Practice for Project Management for Construction and Development was published in 1992, with second and third editions in 1996 and 2002. Like previous editions, this fourth edition has been extensively updated. The fourth edition includes a range of new illustrations and high profile examples, and features new guidance on: CDM regulations Project planning Change management Project management software Mobile technology The range of procurement options The European perspective Contracts Effective project management involves the assessment and management of risk, and this is a strong theme throughout the Code. The Code of Practice provides an authoritative guide to the principles and practice of construction project management. It will be a key reference source for clients, contractors and professionals, irrespective of the size and nature of the project.

The Open Group Architecture Framework (TOGAF) is a framework a detailed method and a set of supporting tools for developing an enterprise architecture, developed by members of The Open Group Architecture Forum (www.opengroup.org/architecture). As a comprehensive, open method for enterprise architecture, TOGAF Version 9 complements, and can be used in conjunction with, other frameworks that are more focused on specific aspects of

architecture or for vertical sectors such as Government, Defense, and Finance. TOGAF may be used freely by any organization wishing to develop an enterprise architecture for use within that organization (subject to the Conditions of Use). This book is divided into seven main parts: PART I (Introduction) This part provides a high-level introduction to the key concepts of enterprise architecture and in particular the TOGAF approach. It contains the definitions of terms used throughout TOGAF and release notes detailing the changes between this version and the previous version of TOGAF. PART II (Architecture Development Method) This is the core of TOGAF. It describes the TOGAF Architecture Development Method (ADM) a step-by-step approach to developing an enterprise architecture. PART III (ADM Guidelines & Techniques) This part contains a collection of guidelines and techniques available for use in applying TOGAF and the TOGAF ADM. PART IV (Architecture Content Framework) This part describes the TOGAF content framework, including a structured metamodel for architectural artifacts, the use of re-usable architecture building blocks, and an overview of typical architecture deliverables. PART V (Enterprise Continuum & Tools) This part discusses appropriate taxonomies and tools to categorize and store the outputs of architecture activity within an enterprise. PART VI (TOGAF Reference Models) This part provides a selection of architectural reference models, which includes the TOGAF Foundation Architecture, and the Integrated Information Infrastructure Reference Model (III-RM). PART VII (Architecture Capability Framework) This part discusses the organization, processes, skills, roles, and responsibilities required to establish and operate an architecture function within an enterprise.

Note: This book is available in several languages: Dutch, English. For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. This book describes a process framework for business information management: the Business Information Services Library (BiSL®) – a public domain standard that is consistent with the IT Infrastructure Library (ITIL) and Application Services Library (ASL). BiSL establishes a bridge between IT and business processes, and between business information administrators and information managers. The BiSL process model provides an insight into all of the primary processes within their field of operations and into the relationship between the various processes. It offers a starting point for the improvement of these processes using best practices, amongst other things, and it provides uniform terminology. This book explains BiSL, a process framework for business information management, encompassing the best way to manage and execute business information management in day-to-day practice, and explains how the framework BiSL can help to improve business processes and the alignment of business and IT. Additional Training material is available for free for APMG accredited trainers. If you want to have this sent to you, please send an e-mail to: info@vanharen.net Click here for an overview of the second of BiSL, the ASL BiSL Foundation's Business Information Services Library. <https://www.youtube.com/watch?v=zABBrno62uo>

Indigenous cultures are not terra nullius — nobody's land, free to be taken. True Tracks is a groundbreaking work that paves the way for respectful and ethical engagement with Indigenous cultures. Using real-world cases and personal stories, award-winning Meriam/Wuthathi lawyer Dr Terri Janke draws on twenty years of professional experience to inform and inspire people working across many industries – from art and architecture, to film and publishing, dance, science and tourism. What Indigenous materials and knowledge are you using? How will your project affect and involve Indigenous communities? Are you sharing your profits with those communities? True Tracks helps answer these questions and many more, and provides invaluable guidelines that enable Indigenous peoples to actively practise, manage and strengthen their cultural life. If we keep our tracks true, Indigenous culture and knowledge can benefit everyone and empower future generations. 'Dr Terri Janke's True Tracks is a fantastic resource for understanding and engaging with Indigenous art, culture and traditional knowledge.' — Turia Pitt 'Whether you're a black CEO making an encrypted ledger for an art co-op, or a white soccer mum making a multicultural Halloween costume, this book might spare you a lot of heartache down the track.' — Tyson Yunkaporta 'The definitive guide to producing, telling, showing, and making Australia.' — Tara June Winch 'Terri Janke's book is the answer to the grand cultural theft perpetrated on Aboriginal and Torres Strait Islander peoples over more than two centuries.' — Marcia Langton 'True Tracks provides an authoritative guide that simplifies complex laws and cultural protocols, providing examples for those working in many sectors to enact key principles for Indigenous engagement, including respect and self-determination.' — Anita Heiss Best practice tendering for design and build projects is based on the findings of an Engineering and Physical Sciences Research Council (EPSRC) funded project. It reports on the factual experiences of those construction practitioners involved in Design and Build procurement and presents practical tools for the application of best practice tendering. This book provides a comprehensive guide for consultants and practitioners involved in the procurement process. It may also be of value to undergraduate and postgraduate students studying construction management and surveying-related courses.

This report on Mexico's state-owned oil company PEMEX is part of a series of OECD reviews of Mexico's procurement institutions.

A practical treatise on the processes and standards required for the effective time management of major construction projects This book uses logical step-by-step procedures and examples from inception and risk appraisal—through design and construction to testing and commissioning—to show how an effective and dynamic time model can be used to manage the risk of delay in the completion of construction projects. Integrating with the CIOB major projects contract, the new edition places increased emphasis on the dynamic time model as the way to manage time and cost in major projects, as opposed to the use of a static target baseline program. It includes a new chapter distinguishing the principal features of the dynamic time model and its development throughout the life of a project from inception to completion. Guide to Good Practice in the Management of Time in Major Projects—Dynamic Time Modelling, 2nd Edition features new appendices covering matters such as complexity in construction and engineering projects, productivity guides (including

specific references to the UK, Australia, and the USA), and a number of case studies dealing with strategic time management and high-density, resource-based scheduling. Provides guidance for the strategic management of time in construction and civil engineering projects Demonstrates how to use a dynamic time model to manage time pro-actively in building and civil engineering projects Sets out processes and standards to be achieved ensuring systematic documentation and quality control of time management Integrates with the CIOB major projects contract Guide to Good Practice in the Management of Time in Major Projects—Dynamic Time Modelling, 2nd Edition is an ideal handbook for project and program management professionals working on civil engineering and construction projects, including those from contractors, clients, and project management consultants.

Globalization, increased economic and geopolitical uncertainty, technological advancements, and a rise in the number of regulations and legislations have led to a significant rise in the importance, volume, and complexity of modern contractual agreements. Yet, in spite of these profound changes, many organizations still manage the contracting process in a fragmented, manual, and ad-hoc manner, resulting in poor contract visibility, ineffective monitoring and management of contract compliance, and inadequate analysis of contract performance. The net effect of this has been a heightened interest in re-engineering and automation of Enterprise Contract Management (ECM) processes across industry sectors and geographies. Enterprise Contract Management: A Practical Guide to Successfully Implementing an ECM Solution addresses all the questions surrounding ECM, ECM solutions, and the project management, change management, and risk management considerations to ensure its successful implementation. This concise text will help your organization manage the challenges of the contract life cycle and the key success factors and pitfalls in a typical ECM solution. It is a must read for corporate executives, buyers, procurement and strategic sourcing specialists, contract administrators and procurement managers. There is currently no other book available on ECM solutions. All existing books on contract management focus on the legal aspects of contracts, but none describe the functions, features, capabilities of technology solutions that support ECM, nor do they explain the key considerations for ensuring a successful ECM solution implementation.

This report presents the OECD Best Practice Guidelines for Contracting Out Government Services and accompanying case studies.

In 2007-08, central government spent over £12 billion on service contracts, primarily in the areas of information and communication technology, facilities management and business process outsourcing, and an estimated £240 million on managing these contracts. In most cases central government monitors the performance of its suppliers, but it makes limited use of financial incentives to encourage suppliers to improve performance and does not always apply financial penalties where suppliers under-performed. Testing of value for money of ongoing services and contract changes is variable. Planning and governance is one of the weaker areas of contract management. Less than half the organisations surveyed had an individual with overall responsibility for contract management, and there was no documented plan for managing 28 per cent of contracts. In addition, many contracts do not have in place some or all of the elements of good practice risk management. No commercial director/head of procurement rated the level of resources allocated to the management of their major contracts as 'good', and 22 per cent of contract managers considered they did not have time to perform their responsibilities well. Most contract managers had undertaken relevant training, although 60 per cent of organisations did not provide a structured training programme for their staff. The Office of Government Commerce is to issue further guidance on contract management in April 2009, building on the good practice framework it published jointly with the National Audit Office, and it is working to improve the provision of training on contract management. It is also extending its monitoring of major suppliers to government, and is reviewing recent examples of service failure where contractors failed to perform to identify lessons for the future.

PPP/PFI contracts often share a number of features: they run over a very long period of time; they are conceived without a complete understanding of how requirements may change and despite the rhetoric they tend to create a context where dispute and litigation rather than partnership are the norm. In this environment, effective auditing is essential to ensure that projects are delivering what the end-user requires. Audits are both a public sector right, and a matter of good management sense.

Performance Auditing of Public Sector Property Contracts is a practical guide to performance auditing for public sector property managers with a series of guidelines for auditors of public sector property contracts. The book concentrates on Facilities Management contracts. Lori Keating explains the basis for the process; how to retain balance, independence and rigour and how to audit intangible performance measures and other tricky areas. The book follows an audit process from commencement to conclusion, and contains a discussion of factors that contribute to the success of any audit. It is essential reading for public sector auditors, PPP project managers and contractors.

In IT Services, the businesses are managed with a customer-centric approach. This book, through various concepts, processes and stages, explores the need and framework of IT Services business, and how they are managed to deliver services par excellence. The book comprehensively explains how ITSE (IT Services Enterprises) strategies are analyzed and formulated with the help of three-dimensional cube—customer-centricity, niche vs. end-to-end offering and disruptive innovation vs. gradual innovation. The book further teaches that a good marketing must start with an integrative vision of the ITS Enterprise, and reveals how a customer plays a dominant role in co-creating IT Services. It also details on the various stages of sales cycle called Sales funnel, and how the sales team manages the sales opportunity's progress. The concluding chapters discuss the aspects needed for the survival and growth of the ITSE firms; the factors that propel growth—Demand, Quality of the business environment and Supply response of an enterprise. It also shows how the future of the IT Services depend on the combination of—Business environment, Information and Communication Technology (ICT) trends, IT Services business model trends and IT governance trends. The book is well-supported with the diagrams and illustrations to explain the concepts clearly. The Review Questions are also incorporated to analyze the students' learning skills. The book is intended for the postgraduate students of business administration, MCA and MSc (IT). Besides, the book will also be beneficial for the IT Services executives and managers. Should we be doing everything ourselves, or might it be better to contract some tasks out to others? Could they do them better and cheaper than we can? More and more state and local governments are asking these questions, and while there are many answers on the Federal level, these answers often don't apply lower down the line. O'Looney's book provides precisely the

guidance that state and local managers need to decide to outsource, and then step-by-step advice on how to proceed. O'Looney takes managers through the intricacies of contract outsourcing and administration, while appreciating the importance of government. His book is not an argument for privatization, rather, it is an affirmation of government and the benefits of its many services.

Demand Supply Governance is a skill in high demand because of the following: Ever faster technology advances, pressures on costs and service levels causes pressure on the IT departments to deliver. Outsourcing has made the market more competitive IT departments are poor at demonstrating and publicizing their added value. The Demand Supply Governance discipline addresses these issues by focusing on: Encouraging services, as required by and agreed upon with the business, which are actually delivered to the business: on time and in accordance with the agreed upon quality specifications, and at an acceptable level of costs. Increasing the added value of IT and making it manifest This title looks at the key frictions of encouraging IT Supply to meet Business Demand. By encouraging a pro-active approach this title suggests that IT departments can dramatically improve their profile and their services to the organization It describes an established framework with a key set of principles as well as practical issues such as roles, organization and implementation. This title supports the Sourcing Governance Foundation Qualification. SGF Qualification also qualifies an individual for COS-FP certification from IAOP®.

IT Outsourcing Part 2: Managing the Sourcing Contract covers all the processes for managing the contract, from the transition phase through to normal operational service and contract termination. Developed for IT practitioners as well as commercial and contract managers, this expert guide provides practical and concise advice on best practices in: a) good contract development as the foundation for contract management (especially service quality, performance measurement and communications); b) an appropriate governance framework; c) selecting the right individuals, with appropriate authority in key roles; d) the appropriate use of external expert advice; e) continuity of people involved in the contract, right from the early stages of the RFP through transition to everyday operational service; f) effective relationship management, with mutual respect and good communications; g) a collaborative customer-driven business attitude based on mutual trust and understanding and flexibility in day-to-day administration of the contract, with willingness for a win-win approach when problems arise. This title complements IT Outsourcing Part 1: Contracting the Partner and, together, these two guides provide readers with a comprehensive best practice approach to this important business discipline.

Downloadable PDF (ISBN 9780113312757) also available

Insightful and comprehensive and covering new subjects like globalization and IT, this text, international in its approach, provides a thorough introduction to the key phases of the contracting process and the skills required by managers in its implementation. These include: policy for contracting strategic purchasing understanding markets communicating the contracting decision designing and drafting the contract the role of the consumer the regulation of service provision Illustrated throughout with practitioner case-studies from a range of OECD countries, this book presents an important new theoretical 'contract management model' and a 'mature contract model', and explores the mechanisms, formal rules and informal norms that influence the way governments contract for public services. This book is essential reading for all students of public management and all public service managers.

Provides, for the first time, a comparative overview of practices from A to Z. It maps out practices to enhance integrity throughout the whole procurement cycle, from needs assessment to contract management. It also takes a global stance by including practices from non-OECD countries.

This study presents a tool to help design logical frameworks for results-based management of aid for trade.

The issues, opportunities and challenges of aligning information technology more closely with an organization and effectively governing an organization's Information Technology (IT) investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management in enterprises on a global basis. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand (portfolio investment) management, program and project management, IT service management and delivery, strategic sourcing and outsourcing, performance management and metrics, like the balanced scorecard, compliance and others. Much less has been written about a comprehensive and integrated IT/Business Alignment, Planning, Execution and Governance approach. This new title fills that need in the marketplace and gives readers a structured and practical solutions using the best of the best principles available today. The book is divided into nine chapters, which cover the three critical pillars necessary to develop, execute and sustain a robust and effective IT governance environment - leadership and proactive people and change agents, flexible and scalable processes and enabling technology. Each of the chapters also covers one or more of the following action oriented topics: demand management and alignment (the why and what of IT strategic planning, portfolio investment management, decision authority, etc.); execution management (includes the how - Program/Project Management, IT Service Management with IT Infrastructure Library (ITIL) and Strategic Sourcing and outsourcing); performance, risk and contingency management (e.g. includes COBIT, the balanced scorecard and other metrics and controls); and leadership, teams and people skills.

The operational auditing HANDBOOK Auditing Business and IT Processes Second Edition The Operational Auditing Handbook Second Edition clarifies the underlying issues, risks and objectives for a wide range of operations and activities and is a professional companion for those who design self-assessment and audit programmes of business processes in all sectors. To accompany this updated edition of The Operational Auditing Handbook please visit www.wiley.com/go/chambers for a complete selection of Standard Audit Programme Guides.

Since they were issued in 1999, the OECD Principles of Corporate Governance have gained worldwide recognition as an international benchmark for good corporate governance.

This ground-breaking title from the world's leading authority on contemporary contracting best practices, the IACCM

(International Association for Contract and Commercial Management) delivers a lively and practical complete insight into the contracting process which is useful in both business and personal life. Contracts are the language of business, and this book gives readers the essentials that can make a difference to any deal, no matter how big or small. Designed for the non-contract business professional, this book takes project managers and other professionals through the basic process and gives them a road map to improved results, increased value, and successful outcomes. In this book you'll find sensible guidance and approaches to ensure business success. Case studies showing you what can go wrong – and what can go right -- bring theory into the real world. Checklists give confidence and enable you to be certain that you have asked and answered the right questions as you go through any deal. This real-world approach demonstrates the value of effective contracting. This is not dry, academic prose. It is compelling and dynamic advice and tools to manage business relationships for both buyers and sellers.

The Department for Work and Pensions relies on medical assessments to help its decision makers reach an appropriate decision on a customer's entitlement to a wide range of benefits. From April 2013, a new medical assessment will be introduced for Personal Independence Payment. A procurement competition is underway to appoint service providers for this. The Department's contractor for medical services, Atos Healthcare, completed 738,000 face-to-face medical assessments in 2011-12 and charged the Department £112.4 million. This performance review examines the Department's contract management and wider strategy for the supply of medical services, including the Department's contractual relationship with Atos Healthcare; the performance management of Atos Healthcare; the future contracting strategy. Amongst key findings, according to the performance data provided, is that Atos Healthcare has not routinely met all the service standards specified in the contract. This report makes a number of recommendations to strengthen existing governance arrangements; to improve performance monitoring and to strengthen the Department's commercial strategy.

Note: This book is available in several languages: Dutch, English. For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. Domain process framework for application management. This book describes the application management processes as recognized by ASL. It also describes the finer details of these processes. This book is also used by the ASL BiSL Foundation in order to determine what ASL is. This book has been written with the assumption that the reader is familiar with application management, with how it is executed, and with the activities concerned. It contains tips and suggestions to assist in the implementation of processes, therefore it can be used as a starting point from which to set up application management processes. The ASL 2 framework supports the implementation of application management, supported by additional best practices; these can be found on the website of the ASL BiSL Foundation. See: www.aslbisfoundation.org ASL 2 aligns with other frameworks e.g. ITIL? and BiSL? (for Business information management). The following topics are addressed in this book: Introduction to the main structure of ASL 2; Description of all ASL 2 clusters; Introduction to the implementation of ASL 2; Frequently Asked Questions on the ASL 2 framework; Changes between ASL version 1 and ASL 2. This book is the official core study guide for the ASL 2 Foundation exam.

This NAO report (HCP 65, session 2008-09, ISBN 9780102954487), examines how well central government organisations are managing their service contracts, assessed against the good practice framework for contract management. A further examination was done into the effectiveness of the Office of Government Commerce in supporting central government to improve contract management. The NAO has focused on contracts for information and communication technology, facilities management and business process outsourcing, where the contract had been signed and the service was up and running. In the 2007-08 period, central government spent over £12 billion on service contracts primarily in the areas of information and communications technology, facilities management and business process outsourcing. In total the NAO estimates that £240 million was spent on managing service contracts in the period 2007-08. Delivery of public services, protection against service failure and achievement of value for money are all dependent on effective contract management. The NAO has set out a number of findings and recommendations, including: that contract management is not always accorded the priority it deserves; that less than half the organisations surveyed had an individual with overall responsibility for contract management; that some contracts had taken several years before a proper system of management was actually in place, including resources and performance measures; that one-quarter of commercial directors/heads of procurement rated the level of resources allocated to contract management as poor; that central government do not routinely test their service contracts and good practice risk management practices are not being consistently applied. For the Office of Government Commerce the NAO found that: limited guidance is available on contract management; that central government organisations identified a need for better training for their contract managers; that no cross-government contract management community exists and that monitoring and managing major suppliers had focused mainly on the IT sector.

The WIPO Good Practice Toolkit for Collective Management Organizations (CMOs) brings together examples of legislation, regulation and codes of conduct in the area of collective management from around the world. Member states and other stakeholders may use relevant parts of the document to help them design an approach suitable for their particular context. Note - The Toolkit is not a normative document. The first version of the Toolkit was published in 2018. The current version was published in September 2021, and reflects the submissions received from WIPO Member States and other stakeholders throughout the consultation process in 2021.

This is the first book to establish a theoretical framework for commercial management. It argues that managing the contractual and commercial issues of projects – from project inception to completion – is vital in linking operations at the project level and the multiple projects (portfolios/programmes) level to the corporate core of a company. The book focuses on commercial management within the context of project oriented organisations, for example: aerospace, construction, IT, pharmaceutical and telecommunications – in the private and public sectors. By bringing together contributions from leading researchers and practitioners in commercial management, it presents the state-of-the-art in commercial management covering both current research and best practice. Commercial Management of Projects: defining the discipline covers the external milieu (competition, culture, procurement systems); the corporate milieu (corporate governance, strategy, marketing, trust, outsourcing); the projects milieu (management of uncertainty, conflict management and dispute resolution, performance measurement, value management); and the project milieu (project governance, contract management, bidding, purchasing, logistics and supply, cost value reconciliation). Collectively the chapters constitute a step towards the creation of a body of knowledge and a research agenda for commercial management.

Commercial Management: theory and practice defines the role of commercial management within project-oriented organisations, providing a framework for and helping to develop a critical understanding of the factors that influence commercial management practice. It also identifies generic aspects of this practice and provides a theoretical foundation to these activities, by reference to existing and emergent theories and concepts, as well as to relevant management best practice. The book is structured into four parts: Part 1 Introduction – Commercial Management in Project Environments explores the nature of commercial practice within project-oriented organisations at the buyer-seller interface. It presents a Commercial Management framework, which illustrates the multiple interactions and connections between the purchaser's procurement cycle and a supplier's bidding and implementation cycles. Additionally, it outlines the principle activities undertaken by the commercial function, identifies the skills and abilities that support these activities and reviews the theories and concepts that underpin commercial practice. Finally, it identifies areas of commonality of practice with other functions found within project-oriented organisations, plus sources of potential conflict and misunderstanding. Part 2 – Elements of Commercial Theory and Practice covers commercial leadership; exploring strategy; risk and uncertainty management; financial decision-making; and key legal issues. Part 3 – Approaches to Commercial Practice addresses best practice management; and commercial and contracting strategies and tactics. Finally, Part 4 – Case Studies offers two extended case studies: Football Stadia (the Millennium Stadium, Cardiff; the Emirates Stadium, Islington; and Wembley Stadium, London); and Heathrow Terminal 5. The book provides a one-stop-shop to the many topics that underpin commercial management practice from both a demand (buy-side) and a supply (sell-side) perspective. It will help develop an understanding of the issues influencing commercial management: leadership, strategy, risk, financial, legal, best practice management and commercial and contracting strategy and tactics. This book's companion website is at www.wiley.com/go/lowecommercialmanagement and offers invaluable resources for both students and lecturers: • PowerPoint slides for lecturers on each chapter • Sample exam questions for students to practice • Weblinks to key journals and relevant professional bodies

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