

Contract Management Challenges And Practical Solutions

"Gonzalez and Kemp compiled an easy-to-read privatization handbook for citizens and communities."--Jossie Alegre, Senior Manager, San Francisco Public Utilities Commission "A must read for the astute public servant."--Ian Kaiser, City Manager, City of Rocky Ford, Colorado "Gonzalez and Kemp have assembled a superb collection of informative, up-to-date, highly readable chapters on the delivery of public services by business firms and nonprofit organizations. The volume is conveniently divided into Parts on trends and developments, often-critical discussions and essays, and two dozen lively cases. You will want to have this volume on your bookshelf."-- J. Steven Ott, Ph.D., Professor, University of Utah "An excellent how-to guide for business and nonprofit contractors."--Terry Curl, DPA, Chicago Bridge and Iron senior engineering consultant and former assistant city manager "Gonzalez and Kemp have put together a highly accessible collection of real-world examples and discussions surrounding the provision of public services by organizations in the private and nonprofit sectors. The volume provides an excellent mix of case studies and thought provoking commentary on the privatization of public services that serves as an excellent resource for researchers and practitioners alike."--Jesse Levin, Ph.D., Principal Economist, American Institutes for Research Reviews of the first edition: "excellent"--Choice "Guidelines, examples, and precautions are outlined."--American Libraries Cost efficiency was the initial goal of privatization--achieved in many cases but not consistently. Public services provided by the private sector were cheap in the beginning but became increasingly expensive, especially to low-income citizens. The lessons learned from early successes and failures gave birth to a new goal--effectiveness of services, as measured by accountable results. Government officials are not looking just for proven budget savings; they must also be concerned with the quality of public services and ultimately the happiness of citizens and communities. In its updated second edition, this collection of essays explores the good and the bad sides of privatization. With the resources of both governments and traditional philanthropy barely growing or in decline, yet the problems of poverty, ill-health and environmental degradation ballooning daily, it is increasingly clear that new models for financing and promoting social and environmental objectives have become urgently needed. Fortunately, however, a significant revolution appears to be underway in the way in which social and environmental purposes are being financed. The heart of this revolution is a massive explosion in the instruments and institutions being deployed to mobilize private resources in support of social and environmental objectives. Where earlier such support was limited to charitable gifts, now a bewildering array of new instruments and institutions has surfaced--loans, loan guarantees, private equity, barter arrangements, social stock exchanges, bonds, secondary markets, investment funds, and many more--all of them designed to leverage not just the tens of billions of dollars of philanthropic grants but the hundreds of billions, indeed trillions, of dollars of private investment capital. While the changes under way are inspiring and by no means trivial, however, they remain largely uncharted in any systematic fashion. This monograph, and of the companion volume for which it also serves as the introductory chapter, is designed to overcome this problem, to provide the first comprehensible and accessible roadmap to the full range of important new developments taking place on the frontiers of philanthropy and social investment. In the process, it seeks to broaden awareness of these developments, increase their credence and traction, and make it possible to maximize the benefits they can generate while acknowledging the limitations and challenges they also face. Designed for upper-level and professional courses, this text is a state-of-the-art introduction to the public policymaking process that gives equal attention to issues of policy implementation and public governance. It uses an innovative systems approach, integrating the activities, actors, tools, and techniques of policymaking, to provide a comprehensive framework for policy design and analysis. The book is practice-oriented, with a focus on the ways that policymakers at all levels employ the standard "technologies" of governance - authority, agency, program, rule, contract, and budget - to design policy outputs and achieve policy outcomes. Through extensive use of graphics, the text makes concepts easy to grasp for a generation of students accustomed to the visual presentation of ideas. Case studies illustrate the tools and techniques discussed, and key terms, questions for discussion, and suggested readings round out each chapter.

The Architecture Student's Handbook of Professional Practice

Good Practices and Strategies

Developing an Integrated Perspective on Managing Employee Perceptions of Obligations

A Guide to the New Tools and Actors Reshaping Global Philanthropy and Social Investing

Superstorm Sandy Recovery

Reports on Trends, Cases and Debates in Public Service by Business and Nonprofits

U.S. Department of Energy Performance and Accountability Report: Fiscal Year 2000

Contract management is a critical skill for all contemporary public managers. As more government duties are contracted out, managers must learn to coordinate and measure the performance of private contractors, and to write contract requirements and elicit bids that obtain important services and products at the best possible price and quality. They must also learn to work in teams that include both public and private sector partners. The Responsible Contract Manager delves into the issues of how to ensure that the work done by private sector contractors serves the public interest and argues for the necessity of making these organizations act as extensions of the public sector while maintaining their private character. Government contract managers have a unique burden because they must develop practices that ensure the production advantages of networked organizations and the transparency and accountability required of the public sector. The Responsible Contract Manager fills a major gap in public management literature by providing a clear and practical introduction to the best practices of contract management and also includes a discussion of public ethics, governance and representation theory. It is an essential guide for all public management scholars and is especially useful for students in MPA graduate programs and related fields.

In FY 2008, the DoD obligated over \$200 billion on contracts for services, which accounted for more than half of its total contract obligations. Given the serious budget pressures facing the nation, it is critical that DoD obtain value when buying these services. Yet DoD does not always use sound practices when acquiring services, and the dept. lacks sufficient people with the right skills to support its acquisitions. This report addresses challenges facing DoD in measuring the value from and risks associated with its contracting for services. Specifically it focuses on: (1) challenges DoD faces in following sound contract and contracting management practices; and (2) recent actions DoD has taken to improve its management of service contracting. Illustrations.

The National Health Service, or NHS, is the United Kingdom's national healthcare system. It oversees the public's health and ensures the medical wellbeing of the population of the UK. Governance network processes are complex because of the different nature of agendas and strategies of actors involved in health, but increasingly, because of the link between social and healthcare delivery, recent initiatives to provide a joined up or integrated approach have been presented. However, the extent of joined-up governance processes in the National Health Service is rather uneven. So far, reforms to try to improve the running of the NHS through the introduction of market mechanisms or increased decentralization have only served to exacerbate such tensions and resulted in further fragmentation of the public health system. The NHS and Contemporary Health Challenges From a Multilevel Perspective illustrates the complexities of governing public health services that are part of the NHS and takes an innovative approach by examining public health provision through a multiscalar lens, which reveals significant limits of the current governance model. The book raises the various challenges that clinical staff, public authorities, and the general public face in the provision of healthcare to uphold core values inherent in health systems.

While highlighting topics including health governance, patient satisfaction, and public health, this book is ideally designed for policymakers, government officials, healthcare administrators, hospital managers, healthcare researchers, medical professionals, and students.

Department of Defense Authorization for Appropriations for Fiscal Year 2007

Actions Needed to Overcome Long-Standing Challenges with Weapon Systems Acquisition and Service Contract Management

Achieving Greater Educational Impact Through Data Intelligence: Practice, Challenges And Expectations Of Education

Commercial Management

Enhancing Efficiency and Competition

Problems in Health Care Law

Essentials of Physician Practice Management

Under the guidance of new lead editor John E. Steiner, Jr., Esq, Problems in Health Care Law, Tenth Edition continues to be the authoritative foundational textbook that covers the key components of our legal system and their application to our healthcare system. It provides a clear understanding of how individual rights are defined and protected in the healthcare setting; how healthcare services are defined, insured, and paid for; how individual providers organize and govern themselves; and many other core legal concepts related to our healthcare system. The Tenth Edition is an extensive revision that covers HIPAA, healthcare reform, and offers several chapters not included in previous editions. This authoritative text brings together legal practitioners, business advisors, and others thinking and analyses of the issues at hand, including healthcare reform, delivery, payment, client counseling, and contested legal matters. The text is accompanied by a complete package of instructor resources (Transition Guide, PowerPoints, Test Bank) as well as student resources that offers interactive practice exercises to reinforce learning of key concepts.

The essential guide to beginning your career in architecture The Architecture Student's Handbook of Professional Practice opens the door to the vast body of knowledge required to effectively manage architectural projects and practice. A professional architect's design; this book is specifically designed to help prepare you for the business and administrative challenges of working in the real-world—whether you are a student or are just starting out in practice. It provides clear insight into the legal, financial, marketing, and issues that are integral to keeping a firm running. This new edition has been restructured to be a companion textbook for students undertaking architectural practice classes, while also fulfilling the specific knowledge needs of interns and emerging professionals from the professional handbook with new content aimed at those setting out in the architectural profession and starting to navigate their careers. New topics covered in this new edition include: path to licensure, firm identity, professional development, starting a firm, and delivery. Whether you want to work at a top firm, strike out on your own, or start the next up-and-coming team, the business of architecture is a critical factor in your success. This book brings the fundamentals together to give you a one-stop resource for all your architectural practice. Learn the architect's legal and ethical responsibilities Understand the processes of starting and running your own firm Develop, manage, and deliver projects on time and on budget Become familiar with standard industry agreements and contracts Understand the profession by dreams of writing agreements and negotiating contracts, but those who excel at these everyday essential tasks impact their practice in innumerable ways. The Architecture Student's Handbook of Professional Practice provides access to the most current, stable, and financially sound.

Today's testimony addresses the challenges DOD faces to improve the efficiency and effectiveness of its weapon systems acquisition and contract management. GAO has designated both areas as high risk areas since the early 1990s. DOD's major weapon systems programs to develop, cost more, and deliver fewer quantities and capabilities than originally planned. DOD also continues to face long-standing challenges managing service contracts and contractors. For example, the oversight of service contracts has been recognized as a major problem. The current fiscal environment combined with the current operational demands elevates the need to improve weapon systems acquisition and contract management. DOD has taken steps in response to recommendations GAO has made over the past decade to improve the commitment of DOD senior leadership. However, to fully address these challenges the department needs to (1) translate policy into practice, (2) ensure steps undertaken result in intended outcomes, and (3) conduct a fundamental reexamination of its management practices. Testimony, GAO drew from issued reports, containing statements of scope and methodology used, and testimonies.

A Practical Guide to Successfully Implementing an ECM Solution

Contracting for Public Services

Contract and Commercial Management - The Operational Guide

Energy and Water Development Appropriations for 2002: Secretary of Energy ... pt.6. Atomic Energy Defense activities ... pt.7. Testimony of members of Congress and other interested individual and organizations

The Special Challenges of Project Management Under Fixed-price Contracts

Contractual Management

Complex Contracting

Is the public getting a good deal when the government contracts out the delivery of goods and services? Phillip Cooper attempts to get at the heart of this question by exploring what happens when public sector organizations—at the federal, state and local levels—form working relationships with other agencies, communities, non-profit organizations and private firms through contracts. Rather than focus on the ongoing debate over privatization, the book emphasizes the tools managers need to form, operate, terminate or transform these contracts amidst a complex web of intergovernmental relations. Cooper frames the issues of public contract management by showing how managers are caught in between governance by authority and government by contract. By looking at cases ranging from the management of Baltimore schools to the contracting of senior citizen programs in Kansas, he offers practical information to students and practitioners and a theoretical context for their work. At every turn, the author avoids bogging readers down in technical jargon. Instead the book sheds light on a crucial part of any public manager's job with lively case material and no-nonsense guidance for making the most of taxpayer dollars.

This review analyses the public procurement system, processes and tools applied in the State of Mexico, the biggest federal entity in the country in terms of population. It assesses the extent of centralisation of the procurement function, its implications and areas of opportunity to reap the benefits of such strategy.

Maida Petersitzke provides an overview of the literature on psychological contracts and presents a four-tier framework that details how organisations can systematically manage the psychological contracts of their employees.

OECD Public Governance Reviews Public Procurement for Innovation Good Practices and Strategies

Hearings Before a Subcommittee of the Committee on Appropriations, House of Representatives, One Hundred Seventh Congress, First Session

A Practical Guide to Construction of Hydropower Facilities

Experiences from East Africa

Enterprise Contract Management

Critical areas and challenges delaying OFC laying for a government monitored project in Kashmir

Government Purchasing in the Wake of the US Coast Guard's Deepwater Program

This publication briefly describes the processes and methodologies for building and sustaining multistakeholder coalition to drive reforms in the health sector. It is based on the experiences of three East African countries -- Uganda, Tanzania and Kenya. It outlines, by chapter, each country's experience in identifying, mobilizing, and coalescing key stakeholders to address governance bottlenecks in pharmaceutical procurement and supply chain management. It highlights challenges, successes as well as lessons learned to guide other countries.

What is data intelligence? How can data intelligence influence education system systematically? The paradigm shift of scientific research implies a coming age of data-driven educational research and practice. This book presents research and practice of data intelligence in education from three levels: (i) educational governance, (ii) teaching practice, and (iii) student learning. Each chapter gives an analysis of fundamental knowledge, key themes, the state-of-the-art technologies and education application cases. This interdisciplinary book is essential reading for anyone interested in applying big data technology in education and for different stakeholders including education administrators, teachers, students, and researchers to broaden their minds to wisely use educational data to solve complex problems in the education field.

Technical Report from the year 2013 in the subject Engineering - Civil Engineering, . language: English, abstract: In OFC laying, execution approaches for risk management using a set of practices are normally insufficient, which limits the success of on-time project delivery. This paper describes the approach for managing the execution and provides a set of practices for completing an OFC laying project on time within budget. In developing countries like India, project management for developing OFC infrastructure is still not mature and there is a lack of coordination between various OFC deployment agencies. This paper provides insight for proper planning of OFC deployment and analysing the case study of project delay in a critical OFC deployment project. The study concluded that there is a good opportunity for implementing best project management and improving execution practices, for deploying OFC in the toughest terrain of India, where all kind of challenges are encountered.

Managing Through Contracts

New Frontiers of Philanthropy

Challenges and Best Practices of Managing Government Projects and Programs

Measuring Value and Risk in Services Contracts

Defense Management

Ensuring Strong Coordination Among Federal, State, and Local Stakeholders : Hearing Before the Subcommittee on Housing, Transportation, and Community Development of the Committee on Banking, Housing, and Urban Affairs, United States Senate, One Hundred Thirteenth Congress, Second Session, on Assessing the Status of Recovery and Rebuilding Work from the Devastation of Superstorm Sandy and the State of the Communities Affected, March 12, 2014

Defense Acquisitions: Actions Needed to Ensure Value for Service Contracts

Challenges and Best Practices of Managing Government Projects and Programs provides a crucial foundation for practitioners, researchers, policymakers, as well as constituents to realize the benefits governments can bring to their people.

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 deals with the narratives of water to watt, which includes elementary conceptual design, modern planning, scheduling and monitoring systems, and extensive pre- and post-investigations pertaining to hydropower facilities. It also includes explorations to ensure aspects of dam safety evaluation, effective contract management, specialized construction management techniques, and preferred material and equipment handling systems. Special emphasis is placed upon health, safety, environmental, and risk management concepts. The book discusses a standard QA/QC system to measure and assure quality and an environmental impact assessment to reach the set target in the stipulated timeline within the approved budget. Key Features: Offers comprehensive coverage of hydro-structures and practical coverage from an industry perspective Helps readers understand complexity involved in large-scale interdisciplinary projects Provides good insights on building procedures, precautions, and project management Includes project planning, construction management and hydropower technology, QA/QC, HSE, and statutory requirements Illustrates how to integrate good constructability/buildability into good design for the best monetary value

Value Creation Up, Down and Across Supply Chains

Energy and Water Development Appropriations for 2002

Hearings Before the Subcommittee on Oversight and Investigations of the Committee on Energy and Commerce, House of Representatives, One Hundred Third Congress, First Session, February 17 and May 26, 1993

Contractual Performance, Renegotiation, and Claims: How to Safeguard and Increase Profit Margins

DOE Contract Management

Supervisor Psychological Contract Management

The Practice of American Public Policymaking

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

Based on good practices in OECD and partner countries, this report analyses the state of play of procurement for innovation and provides a flexible framework focusing on 9 areas to promote it.

Enterprise Contract ManagementA Practical Guide to Successfully Implementing an ECM SolutionJ. Ross Publishing

Contract Management

Hearings Before the Committee on Armed Services, United States Senate, One Hundred Ninth Congress, Second Session, on S. 2766, to Authorize Appropriations for Fiscal Year 2007 for Military Activities of the Department of Defense, for Military Construction, and for Defense Activities of the

Department of Energy, to Prescribe Personnel Strengths for Such Fiscal Year for the Armed Forces, and for Other Purposes

The NHS and Contemporary Health Challenges From a Multilevel Perspective

Protecting the Public Interest in an Outsourced World

Analysing project management practices in OFC laying

Collaborative Principles for Better Supply Chain Practice

Rebuilding Iraq fiscal year 2003 contract award procedures and management challenges : report to congressional committees.

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, and capabilities of technology solutions that support ECM, nor do they explain the key considerations for ensuring a successful ECM solution implementation. Key Features Provides comprehensive coverage for both process-oriented and technologically savvy senior managers, project managers, and contract administrators Covers the key functions and capabilities of ECM solutions and how they can be implemented within and beyond an organization Details the process aspects of ECM, such as the ECM lifecycle, the position and importance of ECM within an organization, and its relationship with governance, risk management, and compliance management Features the key capabilities, functions, and benefits of new technology - ECM Solutions - to address the issues faced by most organizations in different phases of the contracting lifecycle Offers powerful advice for managers tasked with implementing an ECM Solution and for those looking for ideas on how to get the most out of their curr ...

Performing a project under a fixed-price contract is more risky than other projects. Fortunately, many of the risks inherent in managing a fixed-price project can be mitigated during the development of proposal, contracting, and executing the project. This paper first explains what a fixed-price project is and how it differs from other projects. Then, practical advice is offered for effectively managing fixed-price projects, with a focus on addressing the special challenges, additional risks, and other pitfalls that often accompany such projects.

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.

Congressional Testimony

National Aeronautics and Space Administration

Defense Acquisitions: Actions Needed to Ensure Value for Service Contracts: Congressional Testimony

Major Management Challenges and Program Risks

Theory and Practice

Accelerating Health Reforms through Collective Action

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.

Hyper competition and globalization mean that markets are changing. There is aggressive competition, shortening product life cycles, financial pressures and ever more demanding customers and consumers. Companies need to adopt new practices and new ways of thinking, so they are looking at collaboration across supply chains to become more sustainable, efficient and economical. Collaborative Principles for Better Supply Chain Practice looks at behavioural and commercial collaborative business principles and their application by means of case studies which showcase collaboration success across the private, public and 3rd sectors. Collaborative Principles for Better Supply Chain Practice covers different perspectives: the client looking down the supply chain, the suppliers looking up the supply chain and the inter-dependencies of organizations horizontally across the supply chain. The book explores operational and project-type environments in different industry sectors, which will help you think about your supply chain differently and optimize your processes to achieve supply chain excellence. Online supporting resources include a bonus chapter and web links.

Essentials of Physician Practice Management offers a practical reference for administrators and medical directors and provides a comprehensive text for those preparing for a career in medical administration, practice management, and health plan administration. Essentials of Physician Practice Management is filled with valuable insights into every aspect of medical practice management including operations, financial management, strategic planning, regulation and risk management, human resources, and community relations.

OECD Public Governance Reviews Public Procurement in the State of Mexico Enhancing Efficiency and Competition

The Responsible Contract Manager

Governing by Contract

Hearing Before the Panel on Defense Acquisition Reform of the Committee on Armed Services, House of Representatives, One Hundred Eleventh Congress, First Session, Hearing Held April 23, 2009

Privatization in Practice

107-1 Hearing: Energy And Water Development Appropriations For 2002, Part 5, 2001

Challenges and Opportunities for Public Managers

Complex Contracting draws on core social science concepts to provide wide-ranging practical advice on how best to manage complex acquisitions. Using a strong analytical framework, the authors assess contract management practices, suggesting strategies for improvement and ways to avoid the pitfalls of managing contracts for large and sophisticated projects. An in-depth analysis of the US Coast Guard's Deepwater program is included to illustrate ways to respond to real-world contracting challenges. This high-profile and controversial case consisted of a projected 25-year, \$24 billion contract through which the US Coast Guard would buy a system of new boats, aircraft, communications, and control architecture to replace its aging fleet. The authors explore the reasons why this program, launched with such promise, turned out so poorly, and apply the lessons learned to similarly complex contracting scenarios. This engaging and accessible book has broad applicability and will appeal to policymakers, practitioners, scholars and students.

This book presents the latest findings relating to behavioral economics and the digital tools applied to contract management. There has been a decisive change in the role of contracts in the past decade, with contracts being transformed from purely legal necessities designed to protect against worst-case scenarios into tools for optimizing ongoing and mutually profitable business relationships with customers. There is an increasing emphasis on tight contracts, where time-risk and additional costs are passed on to the prime contractor, who may suffer heavy penalties in the event of non-performance. Contracts shape the behavior of the parties involved and as such have a major impact on project success. The contract manager 's goals are to protect the interests of the company and its shareholders by minimizing the company 's financial and contractual liabilities and to maximize its profitability while ensuring end-user satisfaction. The contract is usually written before the design is fully developed, and there is often a mismatch between contractual specifications and what the customer actually wants. Good contract management entails preserving the rights of the contractor by ensuring all parties respect their contractual obligations; providing advice to the project managers and engineering team; preparing profitable amendments to contracts or change requests; maintaining good record-keeping in the event that claims arise; filing notices when necessary; and guiding the project to a profitable conclusion. Like the ancient Chinese game of Go, moves made early in the game (notification of events) can shape the nature of a potential conflict one hundred moves later (arbitration threat). Contract management can also smooth the relationship between partners, allowing well-balanced " don ' t-trade-a-dollar-for-a-penny " contracts to be managed through an established process rather than as sporadic events (we cannot claim to be in control of our business if we are not in control of the contracts on which it depends). Managing a contract with a mix of incomplete manuals, fragmented information, and poor planning can drive companies to " reinvent the wheel. " Contract management promotes a three-phase sequence to streamline information flows across the contract lifecycle, from the bid phase to performance, project closeout, and final payments.

The Concept Contractual Management offers a holistic approach to managerial decision-making based on contracts or business processes that are related to contracts. It explains management from the point of view of the contract, just as it interprets the contract from the point of view of management. Thus, the approach highlights the great inherent potential of contracts for managing companies, transactions and business relationships. The book addresses students as well as practitioners and gives insights into the usage of contracts to manage companies or relationships. It covers contract handling from preliminary deliberations to negotiations, implementation, and all the way to the evaluation of the contract within the company. Furthermore, it provides competencies to design and implement a contract and to organize the relevant processes. The Content In Part 1, the book explains the theoretical foundations of Contractual Management; in Part 2, the application of the approach is illustrated through case studies which cover various sectors, industries, company sizes, contract types, and management situations. Theory part: Contractual Management – A Holistic Approach to a Diverse Issue. Case study part: 11 case studies arranged according to specific contract-related topics: Information and Communication – Change – Enterprise Networks – Conflict – Accounting and Financing – Legal Compliance – Societal Steering. The Editors Professor Dr. Ralph Schuhmann: After holding a senior management position in industry, Ralph Schuhmann now teaches Business Law at Ernst-Abbe-Hochschule in Jena, Germany. He is the scientific director of the Contractual Management Institute at SRH Hochschule Berlin and has published various articles on contract law and contract management. Professor Dr. Bert Eichhorn: Before his appointment as professor for International Law and Business Law at SRH Hochschule Berlin, Bert Eichhorn worked as a legal consultant at the EU Parliament and as a lawyer. He has published numerous articles in national and international scientific journals in the area of contract management and international law. He is the managing director of the Contractual Management Institute at SRH Hochschule Berlin.