

INITIATE	BID	DEVELOP	NEGOTIATE	MANAGE
C&CM Introduction	RFI, RFP, RFQ	Contract and Relationship Types	Negotiation Planning, Overview and Objectives	Implementation and Communication
Contract Administration	Responding to RFPs	Terms and Conditions Overview	Framing, Strategy and Goals	Monitoring and Performance Management
Requirements Definition	Bid Process and Rules	Partnerships, Alliances and Distribution	Negotiation Styles	Contract Change Management
Cost Benefit Analysis	The Influence of Laws on the Bid Process	SOW / SLA Production	Negotiation Techniques	Dispute Handling and Resolution
Sourcing Options	Evaluation Criteria	Drafting Guidelines and Considerations	Tactics, Tricks and Lessons Learned	Contract Close Out
Undertaking a Terms Audit	Stakeholder Management	Other Strategic Considerations	Pricing and Financial Considerations	
Cost Identification	Understanding Markets and Opportunities			

PERSONAL / INTERPERSONAL SKILLS	BUSINESS ACUMEN	TECHNICAL	
INTRODUCTORY MODULE ON COMMERCIAL EXCELLENCE			
CCM Leadership and Becoming a Trusted Advisor	Top Ten Pitfalls to Avoid in Contracting	Managing and Mitigating Cost and Risk	Industries and Contract Types
Negotiating	Communication Visualization and Design	International Trading	Agile Contracting and Managing Change
Customer Relationship Management (CRM)	Benchmarking – Part 1 Benchmarking – Part 2	Intellectual Property	Creating a Contract Management Plan
Supplier Relationship Management (SRM)	Simplification of Contracts and Processes, including Streamlining Contracting	Relational and Outcome-based Contracting	Interactive Case Study: Complex Relationship
Cross-Cultural Effectiveness in Trading Relationships	Government Contracting / Public Procurement	Governance and Standards	Using Technology to Become More Effective
Interactive Case Study: Negotiation	Advanced Financial Considerations	Outsourcing Strategies and Tools	
	Third Party Channels	Competition and Anti-trust	
	Ethics, Compliance and Sustainability	Drafting Operational Terms	
	Interactive Case Study: Workgroup Analysis		