



# Model Curriculum

**QP Name:** Contract Manager (Construction)

**QP Code:** ICE/CON/Q0801

**Version:** 1.0

**NSQF Level:** 5.5

**Model Curriculum Version:** 1.0

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## Training Parameters

<b>Sector</b>	Construction		
<b>Sub-Sector</b>	Real Estate and Infrastructure Construction		
<b>Occupation</b>	Legal Professionals		
<b>Country</b>	India		
<b>NSQF Level</b>	5		
<b>Aligned to NCO/ISCO/ISIC Code</b>	NCO-2015/2619.9900		
<b>Minimum Educational Qualification and Experience</b>	<b>S. No.</b>	<b>Academic/Skill Qualification (with Specialization - if applicable)</b>	<b>Required Experience (with Specialization - if applicable)</b>
	1	Completed 4- year of UG (in Construction Management or Civil Engineering or Law or Business)	4 years of Relevant Industry Experience
	OR		
	2	Previous relevant Qualification of NSQF Level 5	1.5 years of Relevant Industry Experience
<b>Pre-Requisite License or Training</b>	Not Applicable		
<b>Minimum Job Entry Age</b>	As per Govt. Norms		
<b>Last Reviewed On</b>	07-10-2025		
<b>Next Review Date</b>	07-10-2028		
<b>NSQC Approval Date</b>	07-10-2025		
<b>QP Version</b>	1.0		
<b>Model Curriculum Creation Date</b>	07-10-2025		
<b>Model Curriculum Valid Up to Date</b>	07-10-2028		
<b>Model Curriculum Version</b>	1.0		
<b>Minimum Duration of the Course</b>	600 Hours		
<b>Maximum Duration of the Course</b>	600 Hours		

## Program Overview

This section summarises the end objectives of the program along with its duration.

### Training Outcomes:

At the end of the program, the learner should have acquired the listed knowledge and skills to:

- Plan and execute tendering and pre-award contract activities aligned with project scope, risk profile and organizational procurement policies.
- Draft, negotiate, execute and administer construction contracts in compliance with applicable laws, standards and project requirements.
- Monitor contractual compliance, identify and manage claims and support dispute avoidance and resolution mechanisms.
- Control project commercials, manage variations and monitor contractual cash flows to safeguard commercial interests.
- Identify, assess and mitigate contractual risks while ensuring governance, ethical conduct and regulatory compliance.
- Apply professional communication, digital tools and ethical judgment in cross-functional and stakeholder-driven environments.

## Compulsory Modules:

The table lists the modules and their duration corresponding to the Compulsory NOS of the QP

NOS and Module Details	Theory Duration (in Hours)	Practical Duration (in Hours)	On-the-Job Training Duration (Mandatory) (in Hours)	On-the-Job Training Duration (Recommended) (in Hours)	Total Duration (in Hours)
<b>ICE/CON/N0801: Plan and Execute Tendering and Pre-Award Contract Activities for Construction Projects</b> NOS Version: 1.0 NSQF Level: 5.5	30:00	70:00	20:00	00:00	120:00
Module 1: Introduction to Contract Manager (Construction) Role	05:00	00:00	00:00	00:00	05:00
Module 2: Tendering and Pre-Award Contract Management	25:00	70:00	20:00	00:00	115:00
<b>ICE/CON/N0802: Draft, Negotiate and Administer Construction Contracts During Project Execution</b> NOS Version: 1.0 NSQF Level: 5.5	30:00	70:00	20:00	00:00	120:00
Module 3: Contract Drafting, Negotiation and Administration	30:00	70:00	20:00	00:00	120:00
<b>ICE/CON/N0803: Manage Contractual Compliance, Claims and Dispute Resolution in Construction Projects</b> NOS Version: 1.0 NSQF Level: 5.5	45:00	55:00	20:00	00:00	120:00
Module 4: Contractual Compliance, Claims and Dispute Resolution	45:00	55:00	20:00	00:00	120:00
<b>ICE/CON/N0804: Control Project Commercials, Variations and Contractual Cash Flows</b> NOS Version: 1.0 NSQF Level: 5.5	45:00	55:00	20:00	00:00	120:00
Module 5: Project Commercials, Variations and Cash Flow Control	45:00	55:00	20:00	00:00	120:00

<b>ICE/CON/N0805:</b> <b>Monitor Contractual</b> <b>Risks, Governance and</b> <b>Ethical Compliance</b> <b>Across Construction</b> <b>Contracts</b> <b>NOS Version: 1.0</b> <b>NSQF Level: 5.5</b>	<b>30:00</b>	<b>20:00</b>	<b>10:00</b>	<b>00:00</b>	<b>60:00</b>
Module 6: Contractual Risk, Governance and Ethical Compliance	30:00	20:00	10:00	00:00	60:00
<b>DGT/VSQ/N0102:</b> <b>Employability Skills (60</b> <b>Hours)</b> <b>NOS Version: 1.0</b> <b>NSQF Level: 4</b>	<b>60:00</b>	<b>00:00</b>	<b>00:00</b>	<b>00:00</b>	<b>60:00</b>
Module 7: Employability Skills (60 Hours)	60:00	00:00	00:00	00:00	60:00
<b>Total Duration</b>	<b>240:00</b>	<b>270:00</b>	<b>90:00</b>	<b>00:00</b>	<b>600:00</b>



## Module Details

### Module 1: Introduction to Contract Manager (Construction) Role

Mapped to ICE/CON/N0801, v1.0

#### Terminal Outcomes:

- Explain the role, responsibilities and accountability of a Contract Manager across pre-award and post-award stages of construction projects.
- Describe the end-to-end contract lifecycle in construction projects and the Contract Manager's contribution at each stage.
- Differentiate between key stakeholders, interfaces and reporting relationships involved in construction contract management.
- Identify the core competencies, skills and ethical standards required to perform effectively as a Contract Manager (Construction).
- Recognize the commercial, legal, risk and governance significance of contract management in achieving project success.

<b>Duration: 05:00</b>	<b>Duration: 00:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Describe the construction project lifecycle (concept, tendering, execution, closure) and the role of contract management within it.</li> <li>• Explain the functions of a Contract Manager in tendering, contract drafting, administration, claims, commercials and governance.</li> <li>• Identify different types of construction contracts and contracting strategies commonly used in infrastructure and real estate projects.</li> <li>• Explain the interaction of contract management with engineering, planning, finance, legal and project management teams.</li> <li>• Describe the legal, commercial and regulatory environment governing construction contracts in India.</li> <li>• Explain the importance of risk management, governance frameworks and ethical conduct in contract administration.</li> <li>• Describe career pathways, professional standards and performance expectations for Contract Managers in the construction industry.</li> </ul>	
<b>Classroom Aids</b>	
Training Kit - Trainer Guide, Presentations, Whiteboard, Marker, Projector, Laptop, Video Films	



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MINISTRY OF  
**SKILL DEVELOPMENT  
AND ENTREPRENEURSHIP**



<b>Tools, Equipment and Other Requirements</b>
Tunnel drawings and method statement samples



## Module 2: Tendering and Pre-Award Contract Management

Mapped to ICE/CON/N0801, v1.0

### Terminal Outcomes:

- Analyse project scope, BOQs, specifications and drawings to determine appropriate contract strategies.
- Select suitable contracting models based on project complexity, risk allocation and delivery timelines.
- Plan and implement procurement and tendering strategies compliant with organizational and statutory requirements.
- Conduct pre-bid risk and cost analysis to support informed bid/no-bid decisions.
- Evaluate techno-commercial bids and support transparent contract award decisions.

Duration: 10:00	Duration: 65:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>Explain construction procurement methods and contracting strategies.</li> <li>Interpret BOQs, specifications and scope documents for tendering purposes.</li> <li>Describe EPC, EPCM, item-rate, lump-sum and PPP contract structures.</li> <li>Explain tendering procedures and ethical procurement practices.</li> <li>Analyse risk identification and allocation principles at pre-award stage.</li> <li>Explain cost estimation, escalation and price adjustment mechanisms.</li> <li>Describe pre-qualification criteria for contractors and vendors.</li> <li>Explain statutory and regulatory requirements impacting tenders.</li> <li>Describe evaluation parameters for technical and commercial bids.</li> <li>Explain documentation, confidentiality and governance in tendering.</li> </ul>	<ul style="list-style-type: none"> <li>Review and interpret project drawings and BOQs for contract strategy selection.</li> <li>Prepare a contract strategy note for a given construction project.</li> <li>Develop a tendering and procurement plan aligned with organizational policy.</li> <li>Prepare pre-qualification criteria and evaluation matrices.</li> <li>Conduct a pre-bid risk assessment and document mitigation measures.</li> <li>Draft and issue tender documents and clarifications.</li> <li>Respond to bidder queries and issue addenda.</li> <li>Prepare techno-commercial bid comparison statements.</li> <li>Validate bid pricing and arithmetic accuracy.</li> <li>Prepare a recommendation note for issuance of Letter of Award.</li> </ul>
Classroom Aids	
Training Kit - Trainer Guide, Presentations, Whiteboard, Marker, Projector, Laptop, Video Films	
Tools, Equipment and Other Requirements	
Tender documents and standard bid formats, BOQs, drawings and specifications, Contract strategy templates, Risk assessment matrices, Spreadsheet software (Excel), E-procurement portals, Evaluation checklists	

## Module 3: Contract Drafting, Negotiation and Administration

Mapped to ICE/CON/N0802, v1.0

### Terminal Outcomes:

- Draft construction contracts incorporating technical, commercial and legal clauses.
- Conduct structured negotiations to finalize balanced and enforceable contract terms.
- Execute and register contracts in compliance with statutory requirements.
- Administer contractual obligations throughout project execution.
- Monitor contractor performance and support contract closure activities.

Duration: 15:00	Duration: 35:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Explain principles of construction contract law.</li> <li>• Describe standard forms of contracts such as FIDIC and GCC.</li> <li>• Explain drafting principles for scope, payment and risk clauses.</li> <li>• Describe negotiation strategies and fallback positions.</li> <li>• Explain change management and variation procedures.</li> <li>• Describe payment certification and milestone mechanisms.</li> <li>• Explain performance securities and guarantees.</li> <li>• Describe contract documentation and record management systems.</li> <li>• Explain legal compliance during contract execution.</li> <li>• Explain procedures for contract closure and final accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft contract clauses aligned with tender conditions.</li> <li>• Prepare payment terms, milestones and retention clauses.</li> <li>• Develop a negotiation strategy for a construction contract.</li> <li>• Conduct simulated contract negotiations and record outcomes.</li> <li>• Coordinate contract signing, stamping and registration.</li> <li>• Maintain digital and physical contract repositories.</li> <li>• Track deliverables and contractual milestones.</li> <li>• Manage amendments, variations and change orders.</li> <li>• Issue contractual notices within prescribed timelines.</li> <li>• Support contract performance reviews and closure documentation.</li> </ul>
Classroom Aids	
Training Kit - Trainer Guide, Presentations, Whiteboard, Marker, Projector, Laptop, Video Films	
Tools, Equipment and Other Requirements	
Standard contract templates (FIDIC/GCC), Contract drafting checklists, Negotiation planning sheets, Document management systems, Legal compliance checklists, Digital contract repositories	

## Module 4: Contractual Compliance, Claims and Dispute Resolution

*Mapped to ICE/CON/N0803, v1.0*

### Terminal Outcomes:

- Monitor contractual and statutory compliance during project execution.
- Identify and assess contractual claims and entitlements.
- Prepare and manage contractual notices and claim submissions.
- Support dispute avoidance and resolution mechanisms.
- Implement dispute prevention and contractual risk mitigation measures.

Duration: 15:00	Duration: 65:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Explain contractual compliance requirements in construction projects.</li> <li>• Describe claims management lifecycle.</li> <li>• Explain delay analysis and disruption evaluation techniques.</li> <li>• Describe contractual notice requirements and timelines.</li> <li>• Explain entitlement assessment and cause-effect analysis.</li> <li>• Describe dispute resolution mechanisms (ADR, arbitration, litigation).</li> <li>• Explain evidence preparation and record management.</li> <li>• Describe statutory and regulatory obligations.</li> <li>• Explain dispute avoidance strategies.</li> <li>• Explain lessons-learned and continuous improvement processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Review contracts to identify compliance requirements.</li> <li>• Monitor compliance status and record deviations.</li> <li>• Identify potential claims arising from delays and variations.</li> <li>• Interpret contractual clauses related to EOT and compensation.</li> <li>• Prepare contractual notices within stipulated timelines.</li> <li>• Compile claim submissions with factual and contractual support.</li> <li>• Maintain claim registers and supporting documentation.</li> <li>• Support negotiation and amicable settlement discussions.</li> <li>• Organize dispute records and evidence files.</li> <li>• Analyse dispute trends and recommend corrective actions.</li> </ul>
Classroom Aids	
Training Kit - Trainer Guide, Presentations, Whiteboard, Marker, Projector, Laptop, Video Films	
Tools, Equipment and Other Requirements	
Contract documents and correspondence, Claims and notice templates, Delay analysis charts, Claim registers, Document management systems, Dispute tracking dashboards	

## Module 5: Project Commercial, Variations and Cash Flow Control

*Mapped to ICE/CON/N0804, v1.0*

### Terminal Outcomes:

- Establish and operate project commercial control systems.
- Manage contractual variations and change orders effectively.
- Monitor and control contractual cash flows.
- Certify bills, payments and commercial recoveries.
- Report commercial performance to support decision-making.

<b>Duration: 10:00</b>	<b>Duration: 10:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Explain commercial clauses in construction contracts.</li> <li>• Describe cost control and budgeting techniques.</li> <li>• Explain variation valuation methodologies.</li> <li>• Describe cash flow forecasting principles.</li> <li>• Explain billing and certification procedures.</li> <li>• Describe contractual payment terms and securities.</li> <li>• Explain commercial KPIs and reporting.</li> <li>• Describe ERP-based commercial management systems.</li> <li>• Explain claims quantification principles.</li> <li>• Explain commercial risk mitigation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish commercial baselines for cost and revenue.</li> <li>• Set up registers for variations, claims and payments.</li> <li>• Identify and document contractual variations.</li> <li>• Prepare variation submissions with cost justification.</li> <li>• Negotiate variation valuations.</li> <li>• Prepare project cash flow forecasts.</li> <li>• Monitor inflows and outflows against contract terms.</li> <li>• Verify RA bills and milestone claims.</li> <li>• Track certifications, recoveries and retention.</li> <li>• Prepare periodic commercial performance reports.</li> </ul>
<b>Classroom Aids</b>	
Training Kit - Trainer Guide, Presentations, Whiteboard, Marker, Projector, Laptop, Video Films	
<b>Tools, Equipment and Other Requirements</b>	
Tender documents and standard bid formats, BOQs, drawings and specifications, Contract strategy templates, Risk assessment matrices, Spreadsheet software (Excel), E-procurement portals, Evaluation checklists	

## Module 6: Contractual Risk, Governance and Ethical Compliance

Mapped to ICE/CON/N0605, v1.0

### Terminal Outcomes:

- Identify and assess contractual risks across the project lifecycle.
- Implement contract governance frameworks and controls.
- Monitor regulatory, statutory and contractual compliance.
- Promote ethical practices and integrity in contract management.
- Review and improve governance and risk management practices.

Duration: 10:00	Duration: 40:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Explain contract risk management principles.</li> <li>• Describe governance frameworks in construction projects.</li> <li>• Explain regulatory and statutory compliance requirements.</li> <li>• Describe audit and compliance management processes.</li> <li>• Explain ethical standards and codes of conduct.</li> <li>• Explain fraud prevention and internal controls.</li> <li>• Describe risk assessment and prioritization techniques.</li> <li>• Explain ESG and sustainability considerations.</li> <li>• Describe documentation and reporting standards.</li> <li>• Explain continuous improvement in governance practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Review executed construction contracts to identify commercial, legal, operational and interface risks and document them in a structured risk register.</li> <li>• Perform probability–impact assessment of identified contractual risks and prioritize them using standard risk-rating matrices.</li> <li>• Develop and maintain a contractual risk register, including risk ownership, mitigation actions and review timelines.</li> <li>• Implement contract governance controls by applying approval matrices, delegation of authority (DoA) and document control procedures.</li> <li>• Verify compliance with insurance policies, performance securities, bonds and statutory obligations as per contract conditions.</li> <li>• Monitor contractor and employer compliance with labour laws, safety provisions, environmental clauses and ESG requirements stated in contracts.</li> <li>• Identify instances of non-compliance or governance deviations and initiate corrective and preventive actions (CAPA).</li> <li>• Apply ethical decision-making practices while handling procurement approvals, variations, claims and contractual negotiations.</li> <li>• Detect and report conflicts of interest, unethical practices or fraud risks in contract administration in line with organizational codes of conduct.</li> </ul>

	<ul style="list-style-type: none"> <li>• Support internal and external contract audits by compiling compliance evidence, audit trails and contract records.</li> <li>• Analyse audit findings and non-conformance reports (NCRs) to recommend improvements in governance and risk controls.</li> <li>• Prepare compliance and risk status reports for management review and project governance meetings.</li> <li>• Capture lessons learned from contractual risks, audits and ethical incidents and update organizational best-practice repositories.</li> <li>• Contribute to continuous improvement initiatives by refining governance procedures, templates and compliance checklists.</li> </ul>
<b>Classroom Aids</b>	
Training Kit - Trainer Guide, Presentations, Whiteboard, Marker, Projector, Laptop, Video Films	
<b>Tools, Equipment and Other Requirements</b>	
Tender documents and standard bid formats, BOQs, drawings and specifications, Contract strategy templates, Risk assessment matrices, Spreadsheet software (Excel), E-procurement portals, Evaluation checklists	



## Module 7: Employability Skills (60 Hours)

Mapped to DGT/VSQ/N0102, v1.0

**Duration (in hours): 60:00**

### Key Learning Outcomes

After completing this programme, participants will be able to:

#### Introduction to Employability Skills :

1. Discuss the Employability Skills required for jobs in various industries.
2. List different learning and employability-related GOI and private portals and their usage.

#### Constitutional values - Citizenship :

3. Explain the constitutional values, including civic rights and duties, citizenship, responsibility towards society and personal values and ethics such as honesty, integrity, caring and respecting others that are required to become a responsible citizen.
4. Show how to practice different environmentally sustainable practices.

#### Becoming a Professional in the 21st Century :

5. Discuss the importance of relevant 21<sup>st</sup>-century skills.
6. Exhibit 21<sup>st</sup>-century skills like Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal or professional life.
7. Elucidate the appropriate code of conduct.

#### Basic English Skills :

8. Show how to use basic English sentences for everyday conversation in different contexts, in person and over the telephone.
9. Read and interpret text written in basic English.
10. Write a short note/paragraph / letter/e -mail using basic English.

#### Career Development & Goal Setting :

11. Discuss the difference between job and career.
12. Create a career development plan with well-defined short- and long-term goals.

#### Communication Skills :

13. Elucidate the importance of communication and professional communication.
14. Explain the importance of following verbal and non-verbal communication etiquette in various settings.
15. Elucidate the process of interacting with reporting superiors regarding job order, work output requirements, targets, performance indicators and incentives.
16. Discuss how effective coordination ensures the timely completion of tasks in accordance with quality standards.
17. Describe the steps involved in ensuring the timely resolution of problems, complaints and delays through coordination with relevant personnel and superiors.
18. Determine the role of active communication and respect in achieving a smooth workflow and resolving work standards and quality-related concerns with personnel and superiors.
19. Explain the significance of maintaining appropriate documentation concerning completed work schedules as per organizational requirements.
20. Elucidate the importance of prioritizing teamwork and supporting team members in achieving shared goals.

#### Diversity & Inclusion :

21. Describe the recommended practices for preventing sexual harassment, physical and verbal abuse and the objectification of women in the workplace.
22. Discuss the appropriate safety precautions to follow while utilizing transportation facilities and during night trips, particularly concerning women's safety.
23. Elucidate the process for escalating issues related to abuse and sexual harassment in the



workplace according to the POSH Act and organizational procedures.

24. Determine how to effectively educate co-workers on women's rights and the importance of showing respect to all genders, including persons with disabilities.

#### Financial and Legal Literacy :

25. Outline the importance of selecting the right financial institution, product and service.
26. Overview how to carry out offline and online financial transactions, safely and securely.
27. List the common components of salary and compute income, expenditure, taxes, investments etc.
28. Discuss the legal rights, laws and aids.
29. Elucidate the purchase, inspection, indenting and recordkeeping procedure for stores.

#### Essential Digital Skills :

30. Describe the role of digital technology in today's life.
31. Overview how to operate digital devices and use the associated applications and features, safely and securely.
32. Discuss the significance of displaying responsible online behaviour while browsing, using various social media platforms, e-mails, etc., safely and securely.
33. Create sample word documents, excel sheets and presentations using basic features.
34. utilize virtual collaboration tools to work effectively.

#### Entrepreneurship :

35. Explain the types of entrepreneurships and enterprises.
36. Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan.
37. Describe the 4Ps of Marketing-Product, Price, Place and Promotion and apply them as per requirement.
38. Create a sample business plan, for the selected business opportunity.
39. Describe the best practices for leading teams.

40. Explain the 5S Standards and their implementation for organize the workplace and create a productive work environment.

41. Explain how to manage clients, contractors, subordinates and labourers.

#### Customer Service :

42. Explain the importance of implementing appropriate hygiene, grooming standards and professional dress code at work to cater to different types of customers.
43. Elucidate the significance of practicing and encouraging active listening for effective communication with both customers and co-workers.
44. Discuss the methods used to ensure effective probing of customers to identify their needs and expectations.
45. Describe the strategies for maintaining effective communication with customers, keeping them informed regarding any issues and developments involving them.
46. Determine the steps involved in identifying and addressing customer dissatisfaction and complaints promptly and effectively.
47. Explain the importance of being fair and firm with staff to achieve work objectives and describe leave and attendance management.
48. Explain the importance of upskilling self and staff for continuous improvement.

#### Getting Ready for apprenticeship & Jobs :

49. Create a professional Curriculum Vitae (CV)
50. Use various offline and online job search sources such as employment exchanges, recruitment agencies and job portals respectively.
51. Discuss the significance of maintaining hygiene and confidence during an interview.
52. Elucidate how to give a personal introduction and present oneself.
53. Perform a mock interview.
54. List the steps for searching and registering for apprenticeship opportunities.

## On-the-Job Training

*Mapped to Contract Manager (Construction), v 1.0*

All the On-the-Job Training Program must be conducted only at On-Site of relevant Industry. The details mentioned below are NOS wise Terminal Outcomes of OJT Period.

<b>ICE/CON/N0801</b>	<b>Plan and Execute Tendering and Pre-Award Contract Activities for Construction Projects</b>
<b>Mandatory OJT duration (in Hours)</b>	<b>20:00</b>
<b>Terminal Outcomes:</b>	
<p>During the OJT period, the candidate will be able to:</p> <ul style="list-style-type: none"> <li>Assist in reviewing project scope documents, drawings, BOQs, and specifications to understand tender requirements.</li> <li>Support preparation of contract strategy notes aligned with project risk profile and delivery model.</li> <li>Participate in pre-bid meetings, document clarifications, and track responses issued to bidders.</li> <li>Assist in conducting pre-award risk assessment and documenting commercial and contractual risks.</li> <li>Support preparation of techno-commercial bid comparison statements using approved evaluation criteria.</li> <li>Verify bid submissions for completeness, arithmetic accuracy, and compliance with tender conditions.</li> <li>Assist in drafting recommendation notes for Letter of Award (LoA) and contract finalization approvals.</li> <li>Maintain tender records, correspondence, and audit trails in line with governance requirements.</li> </ul>	
<b>ICE/CON/N0802</b>	<b>Draft, Negotiate and Administer Construction Contracts During Project Execution</b>
<b>Mandatory OJT duration (in Hours)</b>	<b>20:00</b>
<b>Terminal Outcomes:</b>	
<p>During the OJT period, the candidate will be able to:</p> <ul style="list-style-type: none"> <li>Assist in drafting and reviewing contract clauses related to scope, payment, risk allocation, and timelines.</li> <li>Support preparation of negotiation briefs, fallback positions, and deviation statements.</li> <li>Participate in contract negotiation meetings and document agreed positions and action points.</li> <li>Assist in coordinating contract execution, stamping, and statutory registration activities.</li> <li>Maintain contract document repositories (physical and digital) as per document control procedures.</li> <li>Track contractual milestones, deliverables, and obligations during execution.</li> <li>Assist in issuing contractual notices, amendments, and correspondence within prescribed timelines.</li> <li>Support contract closure activities, including final documentation and handover records.</li> </ul>	

<b>ICE/CON/N0803</b>	<b>Manage Contractual Compliance, Claims and Dispute Resolution in Construction Projects</b>
<b>Mandatory OJT duration (in Hours)</b>	<b>20:00</b>
<b>Terminal Outcomes:</b>	
<p>During the OJT period, the candidate will be able to:</p> <ul style="list-style-type: none"> <li>Monitor contractual and statutory compliance requirements at project level and record deviations.</li> <li>Identify potential claims and entitlements arising from delays, variations, or disruptions.</li> <li>Assist in preparation and issuance of contractual notices as per contract timelines.</li> <li>Compile claim documentation, including correspondence, records, and cause-effect analysis.</li> <li>Maintain claims and disputes registers and update status periodically.</li> <li>Support preparation of EOT (Extension of Time) and compensation claims.</li> <li>Assist in dispute avoidance discussions, negotiations, or amicable settlement meetings.</li> <li>Organize dispute evidence files to support arbitration, adjudication, or legal proceedings.</li> </ul>	
<b>ICE/CON/N0804</b>	<b>Control Project Commercial, Variations and Contractual Cash Flows</b>
<b>Mandatory OJT duration (in Hours)</b>	<b>20:00</b>
<b>Terminal Outcomes:</b>	
<p>During the OJT period, the candidate will be able to:</p> <ul style="list-style-type: none"> <li>Assist in establishing commercial control baselines for cost, revenue, and cash flow.</li> <li>Identify and document contractual variations and change orders arising during execution.</li> <li>Support preparation of variation valuation statements with contractual justification.</li> <li>Assist in monitoring project cash flow forecasts against actual inflows and outflows.</li> <li>Verify RA bills, milestone claims, and payment certifications for contractual compliance.</li> <li>Track retentions, recoveries, advances, and securities as per contract terms.</li> <li>Maintain commercial registers for variations, claims, and payments.</li> <li>Support preparation of periodic commercial performance and cash flow reports for management review.</li> </ul>	
<b>ICE/CON/N0805</b>	<b>Monitor Contractual Risks, Governance and Ethical Compliance Across Construction Contracts</b>
<b>Mandatory OJT duration (in Hours)</b>	<b>10:00</b>
<b>Terminal Outcomes:</b>	
<p>During the OJT period, the candidate will be able to:</p> <ul style="list-style-type: none"> <li>Identify and document contractual risks across commercial, legal, and operational areas.</li> <li>Assist in updating and maintaining a contractual risk register with mitigation measures.</li> <li>Support implementation of contract governance controls, including DoA and approval workflows.</li> <li>Verify compliance with insurance policies, performance securities, and statutory obligations.</li> <li>Assist in monitoring ethical compliance and conflict-of-interest declarations.</li> <li>Support internal or external contract audits by compiling evidence and audit trails.</li> <li>Prepare risk and compliance status inputs for project governance meetings.</li> </ul>	

## Annexure

### Trainer Requirements

Minimum Educational Qualification	Specialization	Relevant Industry Experience		Preferable Training Experience	
		Years	Specialization	Years	Specialization
Post Graduation	Civil Engineering / Construction Management / Law / Business	2	Contract Management in Construction Sector	1	Contract Management in Construction Sector
OR					
Graduation	Civil Engineering / Construction Management / Law / Business	4	Contract Management in Construction Sector	1	Contract Management in Construction Sector
OR					
Diploma	Civil Engineering / Construction Management / Law / Business	6	Contract Management in Construction Sector	1	Contract Management in Construction Sector

Trainer Certification	
Domain Certification	Platform Certification
Recommended that the Trainer is certified for the Job Role: “ <i>Contract Manager (Construction)</i> ”, mapped to the Qualification Pack: “ICE/CON/Q0801, v1.0”. The minimum accepted score is 80%.	Recommended that the Trainer is certified for the Job Role: “ <i>Trainer (VET and skills)</i> ”, mapped to the Qualification Pack: “MEP/Q2601, v3.0”. The minimum accepted score is 80%.

## Assessor Requirements

Minimum Educational Qualification	Specialization	Relevant Industry Experience		Preferable Training/Assessment Experience	
		Years	Specialization	Years	Specialization
Post Graduation	Civil Engineering / Construction Management / Law / Business	2	Contract Management in Construction Sector	Post Graduation	Civil Engineering / Construction Management / Law / Business
OR					
Graduation	Civil Engineering / Construction Management / Law / Business	4	Contract Management in Construction Sector	Graduation	Civil Engineering / Construction Management / Law / Business
OR					
Diploma	Civil Engineering / Construction Management / Law / Business	6	Contract Management in Construction Sector	Diploma	Civil Engineering / Construction Management / Law / Business

Assessor Certification	
Domain Certification	Platform Certification
Recommended that the Assessor is certified for the Job Role: “Contract Manager (Construction)”, mapped to the Qualification Pack: “ICE/CON/Q0801, v1.0”. The minimum accepted score is 80%.	Recommended that the Assessor is certified for the Job Role: “Assessor (VET and skills)”, mapped to the Qualification Pack: “MEP/Q2701, v3.0”. The minimum accepted score is 80%.

## Assessment Strategy

This section includes the processes involved in identifying, gathering and interpreting information to evaluate the Candidate on the required competencies of the program.

### 1. Assessment System Overview:

Assessment is done through ICES affiliated Assessment Agencies. Assessors are trained & certified by ICES after Training of Assessor (ToA) program. Assessments are conducted to gauge and assess the trainee's skill and knowledge competency in the specified areas.

The assessment will have both theory, practical and viva components as per ratio specified in each NOS for **Contract Manager (Construction)** job role.

During the practical task, trainees are assessed on their workmanship, quality of finished product and time management. They will be graded for all their assessments based on the approved assessment strategy which is signed off by ICES. The Assessor submits an assessment plan to ICES prior to assessments.

The assessment plan contains the following information:

- What will be assessed, i.e. the competency based on each NOS based on theory, practical and viva questions
- How assessment will occur i.e. methods of assessment
- When the assessment will occur
- Duration of assessment
- Where the assessment will take place i.e. context of the assessment (workplace/simulation)
- The criteria for decision making i.e. those aspects that will guide judgments
- Where appropriate, any supplementary criteria are used to make a judgment on the level of performance.

ICES will be monitoring thoroughly the complete Assessment process.

### 2. Testing Environment:

- Training partner shares the batch start date and end date, number of trainees and the job role.
- Assessment will be fixed for a day after the end date of training. It could be next day or later. Assessment will be conducted at the training venue/test center only.
- The knowledge/theory assessments are conducted with proper seating arrangements with enough space between the candidates to prevent mal practicing.
- Question set for Theory and Practical will be distributed to each candidate by the Assessor.
  - Theory testing will include MCQ type questions, pictorial questions etc. which will test the trainee on his theoretical knowledge of the subject.



- Practical assessments will be conducted in the approved test centers. The training provider will ensure adequate tools and materials are available to conduct the practical test.
- Viva Testing will be conducted during or post to the practical assessment by the assessor concerned. This Viva Assessment is applicable to understand the outcomes from OJT attended by the concerned candidate.
- One (1) Assessor is eligible to conduct assessments of a batch of maximum 30 candidates.
- The assessment must comprise of two components, namely:
  - Knowledge assessment (Theory and Viva assessment)
  - Skill assessment (Practical / Hands-on Skill assessment)

### 3. Mode of assessment

- Demonstration/Practical Performance /Skill Assessment
- Synoptic multiple-choice question test for Theory Assessment
- Viva for Knowledge Assessment (Applicable to note the outcomes from OJT only)

### 4. Performance/skill assessment:

- The performance/skill assessment will be conducted through demonstration/practical
- For the practical test trainees are assessed through a given task, which they have to complete correctly for them to be marked as passed.
- The assessment is conducted in a simulated working environment. Due to this fact, the assessors must note that the naturally occurring evidence of competence is unavailable or infrequent. Simulation must be undertaken in a Realistic Working Environment which provides an environment that replicates the key characteristics of the workplace in which the skill to be assessed is normally employed.

### 5. Knowledge Assessment:

- The knowledge assessments are conducted through Theory (written) Test and Viva Test
- Synoptic test is used for this. It is an MCQ (Multiple Choice Question) test which is prepared externally and externally marked, meaning by agency having no link with training partners.
- The Viva test will be conducted by the assessor in the oral mode considering the communication and domain understanding of skills of trainees.
- The assessment strategy, weightage and duration of assessment for **Contract Manager (Construction)** is summarized below

Assessment Type	Formative or Summative	Strategies	Weightage	Duration (hours)
Knowledge	Summative	MCQ	30	1 hour
Knowledge	Summative	Viva	10	1 hour
Skill	Summative	Structured	60	6 hours



		practical Task		
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## 6. Assessment Quality Assurance levels/Framework

- ICES has developed assessment criteria framework for each Qualification pack as per National Occupational Standards. The criteria framework includes weightages/marks for each criterion under knowledge and skill. The criteria ensure quality assurance as they ensure valid, consistent and fair assessments at all locations. Issued to the affiliated Assessment body. The Assessment Body develops questions based on ICES's approved assessment criteria.
- The training partner will intimate the time of arrival of the assessor and time of leaving the venue. Random spot checks/audit may be conducted by ICES to monitor assessment.
- Continuous Monitoring through virtual and In-person mode are conducted to ensure the assessment is conducted as per stipulated process
- Process and Technical audit of assessment batches by quality team are conducted to avoid errors in assessment process
- A well -defined comprehensive framework of NON-COMPLIANCE MATRIX is defined and implemented to identify the non-compliance made by assessor and AA and punitive actions are taken correspondingly.
- The capacity building sessions are conducted regularly for assessors and assessment agencies to update them about best practices in assessment

## 7. Types of evidence or evidence-gathering protocol:

- Evidence in the form of answer sheets in case of knowledge assessments (Theory only) is collected.
- For Practical and Viva assessments videos and photographs are prepared as evidence. These are submitted by the assessor to the assessment agency. ICES does random checks of the same with the participant/ trainee's ID and ascertains authenticity and validity of assessments.
- Post Assessment, the evidence are uploaded by Assessor to assessment agency and further assessment agency to ICES as per stipulated TAT
- Evidence are broadly photographic and video graphics in nature (Geo-Tagged)
- Results along with evidence to be submitted to ICES by the concerning Assessment Agency in the prescribed format and on Digital Format and Physical Format (As required)
- Results to be uploaded on SIDH and other relevant portals for collective data management.

## 8. Method of verification or validation:

- The process and technical audit of assessment batches are done by Awarding Body
- Attendance of each candidate is verified and it is ensured that only those candidates are assessed by assessors who are meeting the stipulated minimum percentage of attendance
- The result of each candidate is verified; it is verified that that result on SIP is matched with respect to summary sheet submitted by AAs
- Under detailed technical audit for sample batches, the knowledge and skill assessment results for each candidate are checked in technical aspect.

- All the evidence of batches are preserved on server of Awarding Body digital platform

**9. On the Job:**

- On job training (OJT), candidates undergo training and learning at actual workplace for a fixed period of time and a certain weightage of assessment is allocated out of total skill weightage of Qualification Pack for undergoing OJT as stipulated by ICES. This OJT score and assessors' end point score are combined to arrive at final Marking/grading of trainees' skill test. The OJT score is determined by Supervisor / Engineer / other authorized head of departments of relevant industry under which candidates undergo on job training.
- The Assessment is subject to take place only after submission of OJT data (in case of STT only) approved by concerned industry and training provider.
- The Hard copy of the OJT report (on trainings, outcomes, exposures learnt and feedback certified by Supervisor / Engineer / other authorized head of departments of relevant industry) will be submitted to the Assessor by the concerned candidate on the Assessment date only, failing which the candidate may not be allowed for attending the Assessment.
- As OJT is mandatory for this QP, the TP should ensure the correct submission of all relevant reports pertaining to OJT of each trained candidate. The Assessment agency is responsible for collecting all the relevant information and submit the same to ICES in future (if required).

## References

### Glossary

Term	Description
<b>Sector</b>	Sector is a conglomeration of different business operations having similar business and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
<b>Sub-sector</b>	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
<b>Occupation</b>	Occupation is a set of job roles, which perform similar/ related set of functions in an industry.
<b>Job role</b>	Job role defines a unique set of functions that together form a unique employment opportunity in an organisation.
<b>Occupational Standards (OS)</b>	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the Knowledge and Understanding (KU) they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
<b>Performance Criteria (PC)</b>	Performance Criteria (PC) are statements that together specify the standard of performance required when carrying out a task.
<b>National Occupational Standards (NOS)</b>	NOS are occupational standards which apply uniquely in the Indian context
<b>Qualifications Pack (QP)</b>	QP comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A QP is assigned a unique qualifications pack code.
<b>Unit Code</b>	Unit code is a unique identifier for an Occupational Standard, which is denoted by an 'N'
<b>Unit Title</b>	Unit title gives a clear overall statement about what the incumbent should be able to do.
<b>Description</b>	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
<b>Scope</b>	Scope is a set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on quality of performance required.
<b>Knowledge and Understanding (KU)</b>	Knowledge and Understanding (KU) are statements which together specify the technical, generic, professional and organisational specific knowledge that an individual needs in order to perform to the required standard.
<b>Organisational Context</b>	Organisational context includes the way the organisation is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
<b>Technical Knowledge</b>	Technical knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
<b>Core Skills/ Generic Skills (GS)</b>	Core skills or Generic Skills (GS) are a group of skills that are the key to learning and working in today's world. These skills are typically needed in any work environment in today's world. These skills are typically needed in any work environment. In the

	context of the OS, these include communication related skills that are applicable to most job roles.
<b>Electives</b>	Electives are NOS/set of NOS that are identified by the sector as contributive to specialization in a job role. There may be multiple electives within a QP for each specialized job role. Trainees must select at least one elective for the successful completion of a QP with Electives.
<b>Options</b>	Options are NOS/set of NOS that are identified by the sector as additional skills. There may be multiple options within a QP. It is not mandatory to select any of the options to complete a QP with Options.

## Acronyms and Abbreviations

Acronym	Description
<b>NOS</b>	National Occupational Standard(s)
<b>NSQF</b>	National Skills Qualification Framework
<b>QP</b>	Qualification Pack
<b>TVET</b>	Technical and Vocational Education and Training
<b>MSDE</b>	Ministry of Skill Development and Entrepreneurship
<b>NCVET</b>	National Council for Vocational Education and Training
<b>NSDC</b>	National Skill Development Corporation
<b>ICES</b>	Integrated Council for Entrepreneurship and Skilling (erstwhile Integrated Council for Entrepreneurship and Skilling)
<b>AB</b>	Awarding Body
<b>AA</b>	Assessment Agency
<b>TP</b>	Training Partner
<b>TC</b>	Training Centre
<b>ITI</b>	Industrial Training Institute
<b>ISCO</b>	International Standard Classification of Occupations
<b>NCO</b>	National Classification of Occupations
<b>NCrF</b>	National Credit Framework
<b>NEP</b>	New Education Policy
<b>Q-File</b>	Qualification File
<b>MC</b>	Model Curriculum
<b>PC</b>	Performance Criteria
<b>KU</b>	Knowledge and Understanding
<b>GS</b>	Generic Skills
<b>PMKVY</b>	Pradhan Mantri Kaushal Vikas Yojana
<b>DDUGKY</b>	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
<b>STT</b>	Short Term Training
<b>RPL</b>	Recognition of Prior Learning
<b>NAPS</b>	National Apprenticeship Promotion Scheme
<b>NQR</b>	National Qualification Register
<b>OJT</b>	On the Job Training
<b>NSQC</b>	National Skill Qualification Committee
<b>IS</b>	Indian Standard
<b>LoA</b>	Letter of Award
<b>BOQ</b>	Bill of Quantities
<b>EOT</b>	Extension of Time

<b>RA Bill</b>	Running Account Bill
<b>DoA</b>	Delegation of Authority
<b>ADR</b>	Alternate Dispute Resolution
<b>ERP</b>	Enterprise Resource Planning
<b>KPI</b>	Key Performance Indicator
<b>ESG</b>	Environmental, Social and Governance
<b>CAPA</b>	Corrective and Preventive Action
<b>NCR</b>	Non-Conformance Report
<b>GCC</b>	General Conditions of Contract
<b>FIDIC</b>	Fédération Internationale Des Ingénieurs-Conseils
<b>PMC</b>	Project Management Consultant