



College of Contract Management
United Kingdom

Professional Diploma in Construction Risk Management



Syllabus

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1. Course Structure and Rules of Combination

1.1 Rationale

This Professional Diploma in Construction Risk Management is designed for Risk Managers, Risk Officers, Risk Analysts, Risk Coordinators, Health and Safety Managers, Project Managers and Site Managers who are looking to further their skills and progress into a Construction Risk Management role. This comprehensive course will develop the learners theoretical and practical understanding of the skills required to successfully manage risk within the construction industry, leading the team towards project success.

Upon successful completion of the course, students will be able to effectively maintain a high standard of service and success. Learners will be able to evaluate and implement procedures that with vastly reduce the potential impact of construction risks. Through enhanced skill and understanding regarding the 6 main risk factors, learners will be able to minimise potential losses and undesirable events.

Expert lecturers, with decades of experience, deliver informative theoretical knowledge and provide practical learning examples based on their extensive professional experience. This course has been designed to deliver education that not only furthers your understanding but demonstrates how this knowledge can be applied in practice. Learners will gain an understanding of realistic challenges the industry professionals face and will become equipped with the right skills to navigate and overcome them.

1.2 Career Progression

This course provides the necessary level of skill and understanding to be able to identify, analyse and action potential risks. With this enhanced skill set in risk mitigation, you will provide valuable contributions that help steer projects towards success.

1.3 Course Rules of Combination

The course can be completed in 6 months (approximately 26 weeks), and includes an assessment at the end of each module. Each module is worth 6 credits.

- RM701: Demystifying your role in Risk Management
- RM702: Mastering Data Confidence and Decision-Making
- RM703: Commercial Success: Optimising Risk Management

To achieve the Professional Diploma, candidates are required to complete all modules and pass their respective final assessments.

1.4 Entry Requirements

- Minimum 18 years of age **and**
- 2 years experience working in construction **OR**
- 2 years experience working in a Risk Management role.

1.5 Module and Assessment Grades

The Assessor will award a grade for the achievement of each module (Fail, Pass, Merit or Distinction). Grades apply to overall performance in modules and assessments.

Indicative marking descriptors for differentiating between levels of achievement when marking assessments are provided below (Section 1.8).

The overall grade for a qualification is calculated using a points system. Each module grade attracts points as follows:

Fail	0 points
Pass	1 point
Merit	2 points
Distinction	3 points

1.6 Assessment

The assessment process is set by the College of Contract Management, defining the requirements learners are expected to meet in order to demonstrate that a learning outcome has been achieved. All learning outcomes must be achieved in order to gain attainment of credit for that module.

All completed assessments are marked and verified internally, and are subject to approval by our partner universities or awarding bodies.

The assessment criteria are based on 3 areas:

- 1. Task Achievement** - This is a measure of how well the candidate answers the task question(s) and identifies the important aspects of the task.
- 2. Technical Content** - This is a measure of how well the candidate identifies, describes and evaluates the technical aspects of the task.
- 3. Presentation** - This is a measure of how well the candidate presents the assessment, which includes the quality of the structure and paragraphing, the quality and relevance of visual or graphical content and the referencing used for quoted sources.

1.7 Assessment Policies

1. All submission of assessments must include:
 - a. a copy of the full brief given by the Examinations Officer or Course Administrator;
 - b. all source material must be cited in the text and a full bibliography of source material (including author, title, publisher, edition and page) listed at the end of the submission.
2. All submissions must be submitted into our system as instructed by the Examination Officer or Course Administrator.
3. All submissions under the student's name must only be the work of that student. All information sources must be acknowledged. There is the **possibility of failing the modules if the content of the assessment are deemed be plagiarised** as set out in the rules and regulations of the College.
4. All submissions should be in pdf format (unless software files are specified) and students must keep a copy of all submitted work for reference purposes. Receipt will be acknowledged by the College once the work is submitted via our online exam portal.
5. Whenever a candidate submits work after the approved deadline without an authorised extension, a maximum "Pass" grade will be awarded.
6. The Assessor will comment on the quality of the work for learning purposes.
7. Application for an extension must be requested prior to the submission deadline. Submissions must be made on the exam portal for each module extension request. A primary extension (two weeks) request can be made without the submission of any evidence or reasoning, any further extension requests will require submission of supporting documentation. All requests must be addressed to the Examination Officer or Course Administrator.

1.8 Indicative Marking Descriptors

Note: Please note that the bands below describe indicative characteristics only. An overall holistic approach is required when assessing a candidate's work and assigning a grade. Please read these grading bands in conjunction with the College of Contract Management Assignment Policy.

Grade	Task Achievement - The Relevance of the Response	Inclusion of Relevant Technical Knowledge in Content	Presentation/Coherence
Distinction			
70%+	The work demonstrates a comprehensive understanding of the task. All relevant information is included. The main issues are effectively identified and analysed. There is evaluation and some analysis of solutions to issues relevant to the task. The response shows control of content within the word count.	The work demonstrates a strong understanding of a wide range of technical issues relevant to the task. There is analysis of the advantages/disadvantages of possible choices, risks and potential outcomes.	The work is appropriately structured and the argument is developed coherently. There is a recognised form of source referencing which supports the points in the task. Paragraphing and titling are used effectively to assist the reader. The use of visual/graphical information is clear and effective in assisting the reader. The graphical information is relevant to the task and is accurate.
Merit			
60-69%	The work demonstrates a clear understanding of the main issues relevant to the task. The issues are explained effectively and potential solutions identified. There is some attempt to analyse the merits of the solutions to the task. The task is broadly achieved within the word count, if relevant to assignment.	The work demonstrates an understanding of the key technical issues of the task. There is clear description of relevant technical aspects with some attempt to evaluate the merits of these as appropriate to the task.	Demonstrates an awareness of presentation and an attempt to present the information with clarity and coherence. There is referencing of sources and use of paragraphing and titling to assist the reader. There is use of clear graphical information to support the assignment which has broad relevance to the task. There may be some limited inaccuracies/ omissions in these.
Pass			
40-59%	The work demonstrates an understanding of the task. The main points are identified and the task is achieved. There is no attempt to evaluate or analyse the solutions. There may be some inaccuracies, omissions and irrelevant content. There may be lack of control in relation to the word count.	The work demonstrates an understanding of the main technical issues which are identified. This may be limited to description with little evidence of evaluation. There may be some omissions and inaccuracies in the detail. There may be some irrelevant details.	There is an attempt to structure the information. There is evidence of paragraphing and titling which is not always appropriate. Some basic graphical information may be included which is of some assistance to the reader. There may be some omissions or inaccuracies. The work is generally coherent but there may be occasional lapses in coherence and structure.
Fail			
0-39%	The work shows a poor understanding of the task. Frequent inaccuracies. Failure to identify important aspects of the task. Much of the information is irrelevant to the task. There may be evidence of copy and paste from external sources. The response may be limited to lists of words with no attempt to explain the relevance/merits of these to the task. The assignment falls short of the word count.	The work demonstrates a lack of understanding of the technical aspects. There are omissions of important technical information. Errors are evident in the technical content. There is no attempt to explain the relevance of the technical content to the task.	Lacks structure and may be limited to lists of points which are not developed. Disorganised in structure causing difficulty for the reader to understand the points. The response is illegible or incoherent in places. No referencing of external sources. The graphical illustrations are of poor quality or absent. They may be irrelevant. There may be errors and a lack of clarity causing difficulty for the reader to understand.

1.9 Calculating Overall Qualification Grade

To calculate the overall qualification grade, the individual module grades should be added together and compared to the table below.

Candidates must pass all 3 modules of the course.

Total Points for all 3 Modules	Overall Grade
9	Distinction
8	
Merit	
7	Merit
6	
Pass	
5	Pass
4	
3	
Fail	
2 or fewer	Fail
Candidates must achieve at least a Pass in all 3 modules to be awarded the Professional Diploma.	

1.10 Mandatory Modules

Module Reference	Title	LH	Credit Value
RM701	Demystifying Your Role in Risk Management	60	6
RM702	Mastering Data Confidence and Decision-Making	60	6
RM703	Commercial Success: Optimising Risk Management for Profitability	60	6

RM701: Demystifying Your Role in Risk Management

Learning outcomes: The learner will	Assessment criteria: The learner can
1. Demonstrate industry best practice risk management process, as well as a comprehensive understanding of key frameworks, enabling them to effectively identify, assess, and manage risks within the context of their organisations.	1.1 Explain the benefits of the risk management process. 1.2 Understand all stages of the risk management process. 1.3 Explain the link between risk management and NEC4. 1.4 Refer to the standard risk management framework.
2. Establish the contextual framework for a project, considering both internal and external factors, effectively identifying and engaging stakeholders, and ensuring alignment with governance structures to facilitate successful discussions on potential risks around project initiation and execution.	2.1 Understand the context in which projects exist and the impacts these have from a risk perspective. 2.2 Assess the internal context. 2.3 Assess the external context. 2.4 Understand different governance structures. 2.5 Review the stakeholder landscape.
3. Gain proficiency in the assessment stage of the risk management process, with the ability to systematically and comprehensively identify and evaluate risks, enabling them to pro actively manage potential threats and opportunities.	3.1 Approach the risk identification process efficiently. 3.2 Use different methods to prompt the risk identification discussion. 3.3 Discuss potential risks inherent in NEC contracts, integrating tools and methodologies to evaluate and prioritise risks associated with project delivery.
4. Possess the expertise to effectively analysis risks in the assessment stage of the risk management process, allowing them to assess the potential impact and likelihood of identified risks, make informed decisions, and implement targeted risk mitigation strategies.	4.1 Evaluate risks using a probability impact diagram. 4.2 Utilise techniques within the context of NEC contracts, integrating tools and methodologies to evaluate and prioritise risks associated with project delivery.
5. Proficiently evaluate risks within the assessment stage of the risk management process, enabling them to assess their potential consequences, prioritise them effectively, and make informed decisions to enhance the resilience and success of their organisation or projects.	5.1 Understand the difference between current and residual risk positions. 5.2 Increase awareness of specialised risk management techniques and the benefits of these as part of commercial discussions.
6. Expertly address the treatment of risks during the assessment stage of the risk management process, allowing them to develop and implement tailored risk treatment plans, effectively monitor progress, and ensure the mitigation of identified risks.	6.1 Review at the different treatment options of risks for threats and opportunities. 6.2 Learn how to develop tailored risk management strategies aligned with the NEC framework, considering contract provisions for collaborative risk management and dispute resolutions.
7. Systematically monitor and review risks during the assessment stage of the risk management process, enabling them to pro actively track risk treatments, assess their effectiveness, and make necessary adjustments to ensure ongoing risk mitigation and improved outcomes for their organisation or projects.	7.1 Review different reporting styles and structures. 7.2 Discuss project performance indicators and key risk indicators using the NEC framework to indicate how projects are addressing and managing risks.

8. Proficiently handle communication and consultation within the assessment stage of the risk management process, allowing them to effectively engage stakeholders, share risk information, and foster collaboration to ensure a well-informed and coordinated approach to risk management.

8.1 Discuss effective communication techniques.

8.2 Review different ways to influence and gain collaboration among project stakeholders to proactively manage risks throughout the project life cycle, aligning actions with NEC's principles of mutual trust and cooperation.

RM702: Mastering Data Confidence and Decision-Making

Learning outcomes: The learner will	Assessment criteria: The learner can
1. Comprehend risk ownership, risk allocation, and their direct impact on the commercial mechanisms in project and contract management.	1.1 Determine the different risk allocations within the commercial contract.
2. Assess the critical importance of risk hierarchies and how they influence commercial mechanisms, allowing for more effective risk management and decision-making that positively impacts the organisation's commercial strategies and outcomes.	2.1 Recognise and prioritise risks according to the hierarchical standard.
3. Identify risks using various techniques and practices, including the recognition of different personas/ scenarios involved, ensuring a well-prepared and responsive approach to risk management.	3.1 Utilise risk lenses to gain a comprehensive view of potential risks, and will have the capability to efficiently apply the Early Warning Notification System (EWNS) to pro-actively address emerging risks. 3.2 Discuss risk events that are deemed outside of contract/project liability/control.
4. Manage quantitative risk assessment techniques and practices, specifically focusing on cost-related assessments. They will be well-versed in evaluating risk from various positions, including the current, residual, and target positions, enabling them to make data-driven decisions that effectively manage costs.	4.1 Evaluate risks quantification techniques. 4.2 Differentiate between the various risk positions and the impact on commercial discussions.
5. Monitor risk contingency management and its seamless integration with commercial systems like CEMAR.	5.1 Understand how risk contingency is generated. 5.2 Assess how risk budget, risk contingency are managed differently to the forecast. 5.3 Determine how integrated risk and commercial management can give early insight into trends of risk impacts.
6. Demonstrate a proficient understanding in quantitative risk assessment techniques and practices related to project schedules.	6.1 Gain a solid grasp of basic planning principles. 6.2 Systematically assess and manage schedule-related risks.
7. Assess and act upon the 4 Ts in the risk management process; Tolerate, Treat, Transfer, and Terminate.	7.1 Be adept at applying these risk management strategies under different scenarios. 7.2 Understand the influence these have on the commercial position of the project.

<p>8. Possess the necessary skills and knowledge to effectively navigate the communication and consultation stages of the risk management process. They will be adept at engaging stakeholders, conveying risk information, and fostering collaboration, ensuring that key risk information is disseminated efficiently. They will also understand how risk escalation facilitates key risk visibility across the entire risk landscape, enabling informed decision-making and fostering a proactive risk management culture that contributes to improved organisational resilience and success.</p>	<p>8.1 Review different techniques to manage stakeholders and influence using different formats of risk information (key risk indicator).</p> <p>8.2 Escalate risk information for discussion.</p> <p>8.3 Utilise risk trends to inform commercial discussions.</p>
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RM703: Commercial Success: Optimising Risk Management for Profitability

Learning outcomes: The learner will	Assessment criteria: The learner can
1. Comprehend the risks associated with construction contracts in the pre-contract stage, enabling them to make informed decisions that optimise risk management in the construction industry.	1.1 Recognise fundamental risks in construction contracts, understanding different contract types and their associated risks. 1.2 Analyse environmental factors that should be considered pre-contract. 1.3 Review construction contracts to identify risk avoidance strategies for owners. 1.4 Apply a variety of approaches to effectively control risks for both owners and construction contractors.
2. Appreciate the risks inherent in project delivery systems during the post-contract stage. This knowledge will enable participants to make informed decisions and implement effective risk management strategies for successful project delivery.	2.1 Approach and calculate risks related to various critical project aspects, including scope, health and safety, quality, schedule, and costs.
3. Complete a practical task using a case study with two scenarios.	3.1 Identify risks and different stakeholders. 3.2 Review risk allocation and the impact of this against different option types. 3.3 Understand how to identify and interpret the application of quantitative risk analysis as a part of risk management process. 3.4 Discuss and apply how contract changes impact on commercial positioning. 3.4 Discuss and apply different risk communication techniques and how this impacts the ability of stakeholders and driving informed decisions.
4. Utilise lessons learned to drive improvements in commercial negotiation strategies, ultimately securing profit margins more effectively. They will gain the skills and insights needed to adapt and refine negotiation approaches based on past experiences, contributing to enhanced profitability and better business outcomes.	4.1 Demonstrate skills through facilitating a lessons learned workshop. 4.2 Comprehend how to use the lessons learned information influence future commercial discussions.
5. Drive continuous improvement in commercial negotiations using risk data and add significant value when communicating with the C-Suite. They will develop the skills and knowledge to effectively convey insights, data, and strategies that contribute to growth, efficiency, and long-term success, making these discussions powerful when negotiating future contracts.	5.1 Review different communication techniques to executive and c-suite members. 5.2 Understand how to convey insights effectively and use risk reports and data to make an impact.