



DEFENSE ACQUISITION UNIVERSITY

PMT 401 - Program Managers Course

120112

Course Learning/Performance Objectives followed by its enabling learning objectives on separate lines if specified.

1	Demonstrate an ability to interact with Congressional staffers and committees; and to evaluate Congressional initiatives, inquires, budget marks, and reporting requirements, so that given a DoD criteria within which to respond, you are able to develop and deliver a written or oral presentation of facts, conclusions or recommendations as appropriate at a specified level of Congressional interface.
2	Evaluate the impact of non-DoD influences (White House, media, lobbyists, special interest groups, etc) on the management and execution of acquisition programs and appropriate PM courses of action.
3	Derive and employ relevant information from the literature and enabling government, commercial, and academic services/consultants, on the macroeconomic environment and its influence on DoD budgets and programs to include market forces, national and international business organizations.
4	Analyze and present options on the impacts of competition, small business, program partnering, and international/joint programs on program business practices.
5	Derive and employ relevant information from the literature and enabling government, commercial, and academic services/consultants, on commercial systems and processes used in the national industrial base, including the differences in relationships with DoD, and how each sector operates regarding its targeted market.
6	Apply financial management methods to government and contractor issues; assess, develop and justify a program's position within the PPBE; develop and analyze program cost estimates.
7	Evaluate the impact of information technology and processing on program and program office operations, e.g., electronic digital environment (IDE) electronic commerce / electronic data interchange, real-time analysis, imaging, communications, etc.
8	Evaluate the impact on a program of current initiatives such as privatization, outsourcing, downsizing, and BRAC on acquisition and mission accomplishment.
9	Determine strategies to comply with the administrative and programmatic requirements of the DoD oversight and review structure, to include OSD and Joint Staffs, Component HQ staffs, the MDA and PEO (as applicable), for all acquisition categories, to include DoD CIO criteria for compliance with Clinger-Cohen act.
10	Assess the impact of external reviews and audits on programs.
11	Assess the principles of contract and fiscal laws and regulations (e.g., the Anti-Deficiency Act, procurement integrity, and the specific purpose statutes) and their impact on the program manager's duties and responsibilities.
12	Evaluate and apply as appropriate the benefits of Alternate Dispute Resolution and other techniques for resolving and avoiding disputes and litigation; partnering and other pre-planned dispute avoidance procedures.
13	Assess the impact, roles and opportunities of the DoD S&T Process, e.g., ACTDs and ATDs and their transition strategies.
14	Evaluate the impacts of policies, international cooperation and sales (potential and actual) on managing joint, federal and international programs.
15	Analyze multiple acquisition strategies and provide the rationale for the preferred system approach.
16	Develop an ability to propose, prepare, and implement a plan(s) with continual interaction with user(s), given applicable DoD policies and directives, as pertains to requirements, PPBS, and acquisition management.
17	Originate an acquisition strategy using the IPT/IIPT and OIPT process to coordinate among functional areas, resolve program issues, integrate cost, schedule, and performance; perform risk and trade-off analysis, and manage the strategy through the approval process.
18	Evaluate the marketplace to assess the availability of commercial, both domestic and international, items and capability of industry/ government to meet program needs.
19	Determine the affordability of an acquisition program, given the DoD definition of affordability, in terms of accommodating directed or fact-of-life program change; or developing modifying and implementing PM originated change, all from a program affordability baseline.
20	Assess the impact of contract type and contract payment methodologies (including the shift to performance based financing) on the contractor and the acquisition strategy.
21	Evaluate the program impact and develop alternative means of solving environmental production and disposal challenges.
22	Develop and evaluate alternative support strategies to include Service Level Agreements with supply chain managers, full service contracting, and program tailored support programs.
23	Assess production / modification planning as part of a program strategy when production is expected.
24	Evaluate risks and associated metrics throughout the program life-cycle; assess selected risk mitigation strategies and illustrate their relative merits.
25	Evaluate the financial impact of a change in contractor business base on a government acquisition program.



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26	Demonstrate the ability to support the contracting officer in pre-award, source selection, and post-award contracting activities. Assess proposals received in response to a solicitation, developing evaluation criteria and source selection plans. Synthesize and apply techniques of pricing, fact-finding, data analysis (including determining industry capability relative to the solicitation and their return on investment),
27	Evaluate the status of your program in all major management areas, given established program criteria and goals. Determine the impact of proposed program alternatives or actual program change, and program restructure plans due to cost/schedule breaches; how to plan, select a course of action, implement a plan for change, with emphasis on resolving dilemmas, overcoming barriers, reporting to seniors, finding support and understanding detractors.
28	Formulate and oversee a plan for external reporting of cost/schedule status (e.g., DAES, SARs, etc.), assessing impacts and supervising the reporting of cost/schedule breaches.
29	Assess the performance of the contractor using earned value techniques to identify and analyze contract cost, schedule and performance progress/ difficulties to determine contract and programmatic impacts and to initiate and/or recommend actions.
30	Identify and conduct reviews required to provide performance based progress measurement.
31	Assess the varying flow of funds through appropriation categories and budget activities (service specific), and determine that there is adequate FYDP funding to meet program needs.
32	Assess program security and information assurance methods and techniques.
33	Determine, assess, and develop plans for using software best practices in the software development and acquisition process.
34	Assess software integration within both the government and contractor's programs. Apply software maturity models.
35	Assess acquisition logistics functions and documentation needs over a system's life cycle, including commercial production and support.
36	Originate and Execute a Test and Evaluation program.
37	Assess the role of modeling and simulation and prototyping as tools supporting the program life cycle.
38	Synthesize and apply strategic planning tools and techniques in coordination with joint operational requirements and the user
39	Evaluate, in the context of future and current needs for outsourcing, commercial marketplace capabilities to provide equipment disposal and environmental assessment services
40	Synthesize and apply interoperability and open system architecture considerations, to include the Defense Information Infrastructure / Common Operating Environment and Joint Technical Architecture, to program development and execution.
41	Assess methods to increase the use of Prime Vendor / Virtual Prime Vendor, Vendor-Managed Inventory, Direct Vendor Delivery and Time-Definite Delivery
42	Structure a program vision in an era of significant and rapid change, and correctly and effectively communicate that vision.
43	Employ effective communication skills; make clear and convincing oral and written presentations and present decision briefings to higher authority. Listen to others, and facilitate open exchanges of ideas.
44	Demonstrate ability to see one's self as responsible for the success or failure of an acquisition program and committed to taking action in order to accomplish assigned goals.
45	Demonstrate ability to inspire, motivate and guide others as a senior official in a complex DoD/industrial environment.
46	Achieve goal accomplishments by making sound, well-informed decisions and by influencing and negotiating mutually acceptable solutions to complex issues.
47	Coach, mentor, and challenge subordinates; adapt leadership styles to a variety of situations; model high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values to daily behaviors
48	Demonstrate openness to change; adapt behavior and work methods in response to changing conditions or unexpected obstacles; and effectively deal with pressure and ambiguity.
49	Assess and respond to media issues and questions in accordance with DoD policy.
50	Apply system engineering processes and assess the contractor's system engineering activities and products including logistics support and manufacturing analysis.
51	Analyze program office and contractor status/plans for software development, integration, management and support.
52	Manage and apply DoD logistics policy and related functional logistics tools as relates to government and contractor activities during a programs life cycle.



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53	Manage and apply the principles of manufacturing management in order to influence the design process, transition to production, and execution of the manufacturing plan. Analyze program and contractor status/plans for transition to production.
54	Develop, document, staff and assess a test and evaluation program within the life cycle of an acquisition program.