



# DEFENSE ACQUISITION UNIVERSITY

## PMT 251 Program Management Tools, Part I

130311

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

<b>1</b>	<p><b>Identify the processes and procedures for establishing an effective IPT.</b></p> <ul style="list-style-type: none"> <li>List factors involved in selecting appropriate IPT members</li> <li>Describe methods to assign roles/responsibilities to IPT members</li> <li>Explain the importance of IPT goals and critical success factors</li> <li>Describe methods for maintaining open communications within the team and with outside agencies</li> <li>Generalize best practices for developing effective teams.</li> </ul>
<b>2</b>	<p><b>Use project documents and information to resolve key IPT issues.</b></p> <ul style="list-style-type: none"> <li>Describe a generic problem solving process</li> <li>Conduct appropriate research to support program issue analysis</li> <li>Develop recommendations and content for a program issue paper?</li> </ul>
<b>3</b>	<p><b>Develop metrics to monitor IPT performance and measure IPT effectiveness.</b></p> <ul style="list-style-type: none"> <li>Develop metrics for IPT goals and critical success factors</li> <li>Use metrics to conduct self-assessment of IPT performance</li> </ul>
<b>4</b>	<p><b>Produce a program and a contract WBS.</b></p> <ul style="list-style-type: none"> <li>Identify key elements of the WBS</li> <li>Describe the role of the systems engineering process in developing a hierarchical product description</li> <li>Create a partial Firebird WBS using MS Project 2000</li> <li>Describe the program management uses for the WBS, including scheduling, risk management, cost estimating, determining earned value, and contracting</li> </ul>
<b>5</b>	<p><b>Create a detailed integrated master schedule.</b></p> <ul style="list-style-type: none"> <li>Describe the relationship of the Integrated Master Schedule (IMS) to the Integrated Master Plan (IMP), the Integrated Product and Process Development (IPPD) approach, and the Acquisition Strategy.</li> <li>Describe the five steps used to prepare and manage program schedules: Identify the Tasks, Sequence the Tasks, Estimate the Task Durations, Construct the Schedule, and Implement Schedule Control.</li> <li>Explain the purpose and uses for the contract master schedule, intermediate schedules and detailed schedules; and horizontal and vertical schedule integration.</li> <li>Describe the program management uses of specific schedule types; for example, Gantt chart, Milestone chart, Critical Path Method (CPM) network or Precedence Diagram Method (PDM) network.</li> <li>Using Gantt chart symbology, explain current schedule status as it relates to the project baseline schedule.</li> <li>Identify the types of task relationships and the critical path in a simple Precedence Diagram Method (PDM) network schedule.</li> <li>Calculate the earliest start and finish dates; the latest start and finish dates; and the slack/float in a simple Precedence Diagram Method (PDM) network schedule.</li> <li>Determine a network schedule for the program using a simple set of program constraints, tasks, task order, task durations, and task relationships</li> </ul>
<b>6</b>	<p><b>Given a scenario, use an automated scheduling tool to develop a schedule.</b></p> <ul style="list-style-type: none"> <li>Determine a network schedule depicting task relationships, task durations, and resource assignments using Microsoft Project.</li> <li>Determine solutions to common scheduling problems.</li> <li>Describe the differences between a resource-constrained schedule and a time-constrained schedule.</li> <li>Determine at least one potential corrective action for a specific scheduling constraint problem.</li> <li>Examine a simple Precedence Diagram Method (PDM) network schedule to address resource constraints</li> </ul>
<b>7</b>	<p><b>Given a scenario, apply cost estimating techniques to a program.</b></p> <ul style="list-style-type: none"> <li>Describe basic cost estimating techniques.</li> <li>Define what is included in the Life Cycle Cost/TOC (Total Ownership Cost) of a program.</li> <li>Describe Cost as an Independent Variable (CAIV) principles for program management.</li> </ul>
<b>8</b>	<p><b>Given a scenario, develop cost estimates for a program.</b></p>



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	Define the process for determining cost estimates.
	Explain the effects of learning curve theory on cost estimates.
	Determine rough cost estimates for a program.
9	<b>Given a scenario, develop constant year estimates, then-year estimates, and appropriate indices for a program.</b>
	Identify the circumstances when it is appropriate to use constant year estimates.
	Identify the circumstances when it is appropriate to use then-year estimates
	Convert "constant" dollars in the cost estimate to "then year" dollars to be used in POM (Program Objectives Memorandum) and budget submissions.
10	<b>Given a scenario, apply risk management actions and processes for a program.</b>
	Differentiate between "risks" and "issues."
	Describe the DoD Risk Management Process.
	Identify program risks and their associated root causes.
	Apply risk analysis techniques to a program's risk areas.
	Identify potential risk mitigation options for risk events.
	Describe methods for risk tracking.
	State the objectives of risk planning.
11	<b>Determine organizational structures to manage risk.</b>
	Describe typical potential program risk management organizational structures.
	Explain the importance of government and contractor risk management collaboration.
12	<b>Use risk management software for risk analysis.</b>
	Determine risk ratings using risk management software.
	Apply Monte Carlo simulation software for a program schedule analysis.
	Examine program risk levels based on the results of Monte Carlo simulations.
13	<b>Examine pre-award contracts planning for the acquisition of a system product or service.</b>
	Explain potential sources or methods for comprehensive market investigation for a product or service.
	Examine financial capability of a contractor as part of market research and pre-award surveys.
	Compare market research data against Capability Development Document (CDD) criteria.
	Describe the application of best value trade-offs to the source selection process.
	Identify source selection criteria (factors and standards), and methods of assigning priorities and weighting, in preparation for a source selection.
14	<b>Examine post award contracting activities on a contract for a system product or service.</b>
	Perform cost and technical evaluation of a contractor's Engineering Change Proposal.
	Use the contractor's General and Administrative (G&A) rates, overhead rates, and forward pricing rates in preparation for negotiation.
	Apply "Alpha" negotiation techniques to a mock negotiation.
	Apply Uniform Contract Format to the modification of an existing contract.
15	<b>Given a scenario, apply earned value management (EVM) policies and methodologies to a program.</b>
	Explain the integrated EVM process in accordance with the Earned Value Management System (EVMS) guidelines.
	Determine appropriate EVM implementation based on policies and methodologies for program examples.
	Describe the steps to develop a Performance Measurement Baseline
16	<b>Explain the Integrated Baseline Review process.</b>
	Describe the purpose of the Integrated Baseline Review.
	Describe the objectives of the Integrated Baseline Review.
17	<b>Use an Earned Value automated tool to enhance Program Management.</b>
	Determine program status based on review of earned value, schedule, and technical documentation