



DEFENSE ACQUISITION UNIVERSITY

PMT 401 - Program Managers Course

170123

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

1	<p>Develop both a short and long range, innovative acquisition plan/strategy that provides industry with the frame work for creating functional activities essential to the development of a technology or system/product and manufacturing and fielding.</p> <p>In large group discussions, role play the position of a program manager dealing with requirements management, acquisition program strategic planning and business case analysis.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned capability integration planning case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>
2	<p>Evaluate and integrate policies, DoD agency functions, DoD initiatives, appropriate laws, Executive Branch/DoD regulations and commercial practices, and contractor/subcontractor relationships such that program goals are efficiently achieved.</p> <p>In large group discussions, role play the position of a program manager dealing with laws directives, policies and best practices across the acquisition related spectrum.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned acquisition law and policy case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p> <p>During congress workshop compare different speaker's approaches and opinions about acquisition law and policy.</p> <p>Compose program specific direction based on Congressional language.</p>
3	<p>Evaluate and integrate policies, DoD agency functions, DoD initiatives, appropriate laws, Executive Branch/DoD regulations and commercial practices, and contractor/subcontractor relationships such that program goals are efficiently achieved.</p> <p>In large group discussions, role play the position of a program manager dealing with risk/issue/opportunity management, program planning, teaming, program oversight, resource and technology management.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned program execution case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>
4	<p>Produce a stakeholder management approach that identifies and manages the influential players; assesses and responds to political activities, media questions, and produces actions to shape how they relate to acquisition management.</p> <p>In large group discussions, role play the position of a program manager dealing with political savvy, external situation awareness and media relationships.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned stakeholder management case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>
5	<p>Develop and implement solutions in acquisition strategies to incorporate aspects associated with international defense programs.</p> <p>In large group discussions, role play the position of a program manager dealing with international program features such as international cooperative programs, sales and transfers, technology security and foreign disclosure, technology security and foreign disclosure, and defense exportability integration.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned international defense case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>
6	<p>Develop and implement acquisition of services for the DoD.</p> <p>In large group discussions, role play the position of a program manager dealing with services acquisition dilemmas.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned services acquisition case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>
7	<p>Organize the development of appropriate documents and focusing contracting actions in pre-award, source selection, and post-award contracting activities relating to acquisition management.</p> <p>In large group discussions, role play the position of a program manager dealing with the range of contract management actions from market research to pre-solicitation planning and execution to source selection and negotiations to contract administration to contract closeout.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned contract management case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>
8	<p>Create an effective financial management system to govern the program and ensure program affordability; develop and justify program's cost position within the PPBE; manage the development of program cost estimates; assess Congressional enactments evaluate the impacts of program funding changes; and effectively/efficiently execute the program funding.</p> <p>In large group discussions, role play the position of a program manager dealing with the range of financial management actions including: financial planning, programming, budget formulation, budget execution, and cost estimates.</p> <p>During small group discussions understand and evaluate other student's analysis of the case studies.</p> <p>After reading assigned financial management case studies be prepared to recommend an option developed through the use of the case study analysis sheet.</p>



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9	Create an understanding and approach to work with the perspectives, constraints and motivations of the government does business with to enable a best value deal.
	In large group discussions, role play the position of a program manager dealing with their industry partner in a way that enables a best value deal.
	During small group discussions understand and evaluate other student's analysis of the case studies.
10	Support a system engineering process; assess the government / contractor's system engineering approach, activities, and products.
	In large group discussions, role play the position of a program manager dealing with the range of engineering management actions including: technical planning, requirements decomposition, technical assessment, configuration management, technical data management, and interface management.
	During small group discussions understand and evaluate other student's analysis of the case studies.
11	Evaluate the complexity of a software effort; synthesize the development, integration, and test management activities; and apply appropriate measurement techniques to support embedded system software, computer systems, or IT related programs.
	In large group discussions, role play the position of a program manager dealing with defense business systems dilemmas.
	During small group discussions understand and evaluate other student's analysis of the case studies.
12	Develop and understanding of existing and new technologies and business models to produce program plans that get the best of both information sharing and information security.
	In large group discussions, role play the position of a program manager developing a balance between information sharing and information security tensions.
	During small group discussions understand and evaluate other student's analysis of the case studies.
13	Develop, document, staff, and assess a test and evaluation program within the lifecycle of an acquisition program.
	In large group discussions, role play the position of a program manager dealing with test planning and test execution dilemmas and challenges.
	During small group discussions understand and evaluate other student's analysis of the case studies.
14	Organize and apply the principles of manufacturing management in order to influence the design process, transition to production, and execution of the manufacturing plan. Able to analyze program office and contractor status/plans for transition to production.
	In large group discussions, role play the position of a program manager dealing with manufacturing planning, transition and shut down dilemmas and challenges.
	During small group discussions understand and evaluate other student's analysis of the case studies.
15	Organize to manage and apply the principles of DoD life cycle logistics management in order to influence the design process and the development and execution of the product support plan. This includes an understanding and implementation of appropriate actions on supply chain management, environmental matters relating to the development, manufacture, and disposal of facilities and end items.
	In large group discussions, role play the position of a program manager dealing with product support planning and management and supply chain dilemmas and challenges.
	During small group discussions understand and evaluate other student's analysis of the case studies.
16	Develop and hone the foundational competencies necessary for successful executive leadership.
	In large group discussions and other group learning events, demonstrate the actions of a successful program manager by exhibiting interpersonal skills, integrity and honesty, effective communication, continual learning, public service motivation and technical credibility.
	During small group discussions understand and evaluate other student's analysis of the case studies and other learning events.
17	Develop and hone skills to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balance change with continuity and addresses resistance.
	After reading assigned test and evaluation management case studies be prepared to recommend an option developed through the use of the case study analysis sheet.
	After reading assigned manufacturing management case studies be prepared to recommend an option developed through the use of the case study analysis sheet.



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	In large group discussions and other group learning events, demonstrate the actions of a successful program manager in leading change by exhibiting <u>creativity and innovation, vision, flexibility and resilience.</u>
	During small group discussions understand and evaluate other student's analysis of the case studies and other learning events.
	After reading assigned executive leadership case studies and other learning events recommend viable approaches developed using the prescribed <u>methodology or framework.</u>
18	Develop and hone skills to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency personnel at the federal, state and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent in this is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports
	In large group discussions and other group learning events, demonstrate the actions of a successful program manager in leading people by practicing <u>conflict management, leveraging diversity, developing others and team building.</u>
	During small group discussions understand and evaluate other student's analysis of the case studies and other learning events.
	After reading assigned leading people case studies and other learning events recommend viable approaches developed using the prescribed methodology or frameworks
19	Develop and hone skills to meet organizational goals and customer expectations. Inherent in this is stewardship of resources, the ability to make decisions that produce high- quality results by applying technical knowledge, analyzing problems, and calculating risks.
	In large group discussions and other group learning events, demonstrate the actions of a successful program manager in being results driven by <u>personally exhibiting accountability, decisiveness and entrepreneurship and expecting and motivating the team to do the same</u>
	During small group discussions understand and evaluate other student's analysis of the case studies and other learning events.
	After reading assigned results driven case studies and other learning events recommend viable approaches developed using the prescribed methodology or frameworks
20	Develop and hone skills to build coalitions by influencing and partnering to achieve common goals.
	In large group discussions and other group learning events, demonstrate the actions of a successful program manager in building coalitions by <u>influencing, negotiating and partnering with key stakeholders.</u>
	During small group discussions understand and evaluate other student's analysis of the case studies and other learning events.
	After reading assigned building coalition case studies and other learning events recommend viable approaches developed using the prescribed methodology or frameworks
21	Develop and hone skills to listen to, critically question and learn from distinguished guest practitioners (DGP) from the acquisition field, guided by a desire to improve personally and to improve the larger practice of defense acquisition.
	In distinguished guest practitioner learning events, demonstrate the actions of a successful program manager by listening, critically questioning and <u>learning</u>
	During small group discussions understand and evaluate other student's views on the DGP presentation.
22	Create a group capstone project that demonstrates the knowledge, skills and attitudes learned in the course and displays the confidence and commitment to apply them in the workplace in a manner that can enable the improvement of acquisition outcomes to benefit both the war-fighter and tax payer
	As part of a small group, develop a case study that enables class evaluation of an important program management dilemma or challenge.
	Role play the part of the protagonist from the case study.
	Develop a facilitation plan for large group discussion of the case study and participate either as the facilitator or as a student during the large group discussion of the case study.
23	Assess actions necessary to understand the purpose of the course and to execute successfully within its established framework.
	Appraise course requirements by attending the learning events.
	During small group discussions understand and evaluate other student's views on the course structure presentations.
	Propose and provide assistance for other students that require it.