



Chapter 4

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Course Descriptions

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Course Descriptions

CERTIFICATION COURSES

The Defense Acquisition University (DAU) has designated certain courses as mandatory for certification in various career fields within each Service's Acquisition Workforce at Levels I, II, or III. The primary authority for these courses is the Defense Acquisition Workforce Improvement Act, implemented by Department of Defense Directive (DoDD) 5000.52 and DoD 5000.52-M. Appendix B of this Catalog lists detailed requirements for certification in all career fields. The Directors of Acquisition Career Management (DACMs) for each Service and for DoD agencies manage attendance at these courses. Normally, the DACMs give priority to Acquisition, Technology, and Logistics Workforce members who are pursuing certification in an acquisition career field. It is also recommended that students meet appropriate certification-level requirements. For example, attendance at a Level III course presumes the student meets all requirements for, and is certified at, Level II in that career field.

ASSIGNMENT-SPECIFIC COURSES

Assignment-specific courses are required to qualify for specific assignments or billets rather than for certification in a career field. Appendix C of this Catalog contains further details on assignment-specific courses. The Service or agency DACM can confirm whether the applicant's position justifies this type of training. DAU, working through the Service or agency, will fund TDY expenses if the Service or agency DACM validates the requirement for assignment-specific course attendance.

Other courses included in this chapter are designed to enhance the job skills of Acquisition Workforce



members and to keep them current with the very latest legislation, policies, and procedures necessary to successfully perform their duties. These courses may also be used to meet the continuous learning requirements established for Defense Acquisition Workforce members.

This chapter provides a description of all mandatory, desired, assignment-specific, and continuing education courses. The description for each course includes the training objectives and prerequisites; the recommended experience/education levels for students; and the course length, method of delivery, and assigned Personnel Data System (PDS) code. For updates to these course descriptions during the training year, consult the online catalog at <http://www.dau.mil>.

SOME ACRONYMS USED IN THIS CHAPTER

BCEFM – Business, Cost Estimating, and Financial Management
COTS – Commercial Off-The-Shelf
DAR – Defense Acquisition Regulation
DAWIA – Defense Acquisition Workforce Improvement Act
DBOF – Defense Business Operations Fund
DCAA – Defense Contract Audit Agency
DCAI – Defense Contract Audit Institute
DODIG – DoD Inspector General
DWCF – Defense Working Capital Fund
EVM – Earned Value Management
GAO – General Accounting Office
IBR – Integrated Baseline Review
ICAF – Industrial College of the Armed Forces
IS/IT – Information Systems/Information Technology
IEEE/EIA – Institute of Electrical and Electronic Engineers/Electronic Industries Alliance
OFPP – Office of Federal Procurement Policy
OSCR – Operations and Support Cost Reduction
PPBS – Planning, Programming, and Budgeting System (DoD)
PDS – Personnel Data System
RFP – Request for Proposal
SBA – Small Business Administration
SES – Senior Executive Service
VE – Value Engineering
VECP – Value Engineering Change Proposal

ACQ 101

FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the requirements generation and resource allocation processes, the DoD 5000 documents governing the defense acquisition process, and current issues in system acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, ACQ 101 has proven very useful to personnel in headquarters, program management, and functional or support offices.

Objectives: Students who successfully complete this course will be able to recognize:

- the fundamental precepts and bases of defense systems acquisition management;
- the diverse, interrelated, and changing nature in the different disciplines of defense systems acquisition management; and
- the regulations and governing structures of defense systems acquisition management.

Who Should Attend: This course is designed for military officers, O-1 through O-3, and DoD civilians, GS-5 through GS-9. However, the course is open to all ranks and grades.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: BU5



ACQ 201

INTERMEDIATE SYSTEMS ACQUISITION

This course prepares mid-level acquisition professionals to work effectively in integrated product teams by understanding and applying systems acquisition principles and processes.

Objectives: Students who successfully complete this course will be able to:

- enhance and apply their knowledge of the business, technical, and managerial aspects of acquisition;
- understand and appreciate the critical role that each functional discipline plays in the acquisition process; and
- effectively participate in integrated product teams to develop plans and resolve problems.

Who Should Attend: This course is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified. Students should have 2 to 4 years of acquisition experience.

Prerequisite: ACQ 101

Note: For contracting personnel, the prerequisites are ACQ 101 (within 1 year of assignment to a major defense acquisition program) or contracting Level II certification. This course is assignment-specific for contracting personnel. It is required at Level III for all contracting personnel assigned to a major program or for those who devote at least 50 percent of their time to a major acquisition program.

Length: ACQ 201A – 60 calendar days; ACQ 201B – 5 class days

Method of Delivery: Hybrid of Distance Learning and Resident/Onsite – See “Online Courses,” page 12.

PDS Code: JHA



ACQ 401

SENIOR ACQUISITION COURSE

A preeminent course for members of the Acquisition Corps, ACQ 401 is designed to prepare selected military officers and civilians for senior leadership and staff positions throughout the acquisition community.

Objectives: Students who successfully complete this course are awarded a masters of science degree in National Resource Strategy.

The Senior Acquisition Course consists of the entire 10-month Industrial College of the Armed Forces (ICAF) curriculum. The curriculum is enhanced for designated acquisition students through four major elements:

- the core curriculum;
- mandatory acquisition policy advanced studies;
- advanced studies electives; and
- research.

Who Should Attend: Students are selected by their respective Services or agencies. Military officers are selected as part of the Senior Service School Selection Process and designated by the Directors of Acquisition Career Management.

Prerequisite: None

Length: 10 months

Method of Delivery: Resident

PDS Code: ABW



ACQ 402

EXECUTIVE MANAGEMENT COURSE

For individuals who are not graduates of PMT 301 or PMT 302, this 3-week course serves senior managers who interface with, or otherwise need to understand, the defense systems acquisition process. Participants explore better ways to support, guide, and oversee acquisition programs through case studies and examples; faculty discussion; and guest speakers from the DoD community and the defense industry.

Objectives: Students who successfully complete this course will be able to:

- recognize what issues are important in defense systems acquisition at the executive level; and
- understand why these particular issues are important from a macroperspective.

Who Should Attend: This course is open to military officers and civilians, O-6/GM-15, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank from the defense industry, other Federal agencies, and allied nations are admitted on a space-available basis.

Prerequisite: None

Length: 15 class days

Method of Delivery: Resident

PDS Code: AD2



ACQ 403

DEFENSE ACQUISITION EXECUTIVE OVERVIEW WORKSHOP

This innovative course provides flag officers and SES civilians with an executive-level understanding of the defense systems acquisition process. The workshop curriculum is 100 percent tailored to the specific needs of the participant, conducted "on demand," and delivered in a one-on-one forum.

Objectives: General/flag officers and SES civilians who successfully complete this course will:

- augment their knowledge of specific aspects of defense systems acquisition in a one-on-one forum;
- gain an appreciation of the entire spectrum of the defense acquisition process studied or specialized in one or two specific areas; and
- experience "just-in-time" learning and apply this tailored learning directly to real-time issues.

Who Should Attend: This workshop is available to all DoD general/flag officers, political appointees, and senior executive service civilian employees. Membership in an Acquisition Corps career program is not required.

Prerequisite: None

Length: Variable, depending upon the number of topics to be addressed; typically one-half to 2 days

Method of Delivery: Resident

PDS Code: ADU



ACQ 404

SYSTEMS ACQUISITION MANAGEMENT COURSE FOR GENERAL/FLAG OFFICERS

This 1-week course for flag officers and SES civilians focuses on understanding the perspectives of key government and defense industry decision makers. The course includes discussions of topics affecting the weapon system acquisition environment. Participants who are not graduates of PMT 301 or PMT 302 will develop an executive-level understanding of defense systems acquisition management.

Objectives: Students who successfully complete this course will:

- gain an executive-level understanding of defense systems acquisition in terms of what is important and why it is important;
- understand recent legislation and executive actions affecting acquisition;
- refresh their knowledge of current DoD acquisition policy and procedural initiatives;
- appreciate the perspectives of the Congress, defense industry, and executives of the Office of the Secretary of Defense; and
- apply available resources, issues, lessons learned, and hot topics to their current programs.

Who Should Attend: This course is for general/flag officers and senior executive service civilians who are working in positions requiring an understanding of DoD systems acquisition. Also, participants of equivalent rank from the defense industry, other Federal agencies, and allied nations are admitted on a space-available basis.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: ADM



ACQ 405

EXECUTIVE REFRESHER COURSE

The Executive Refresher Course provides an acquisition policy, process, and lessons-learned update. The class members examine their role as acquisition leaders in our changing environment. Guest speakers lead discussions on contemporary management and leadership topics, such as reform initiatives, partnering with industry, contracting tools, resource allocations, downsizing, earned value oversight, logistics reengineering, and supply-chain management.

Objectives: Students who successfully complete this course will be able to:

- understand acquisition management policies, processes, regulations, and statutes; and
- develop a leadership role in a changing acquisition management environment.

Who Should Attend: This course is open only to graduates of the Program Management Course or Advanced Program Management Course (PMT 302) who are, or have been selected for, rank/grade O-6 or GS-15 or the industry equivalent thereof. Non-PMC/PMT 302 graduates who meet the rank/grade requirement should attend the Executive Management Course (ACQ 402).

Prerequisite: PMT 302

Length: 10 class days

Method of Delivery: Resident

PDS Code: BB8



AUD 1130

TECHNICAL INDOCTRINATION

Technical Indoctrination provides the newly hired auditor with the basic concepts, techniques, and procedures of contract auditing.

Objectives: Students who successfully complete this course will be able to:

- list the elements of a contract's life cycle and general types of negotiated contracts;
- contrast principal objectives of government contract cost accounting and financial cost accounting;
- explain the history of Federal Acquisition Regulation (FAR) Part 31 and discuss allocability, allowability, and financial cost accounting;
- explain Cost Accounting Standards;
- identify direct costs, indirect costs, General and Administrative (G&A) expenses, and costs allocated to final cost objectives from intermediate cost allocation pools;
- calculate questioned overhead and G&A rates as a result of pool and/or base adjustments;
- identify relationships between Generally Accepted Auditing Standards and Generally Accepted Government Auditing Standards;
- describe risk assessment;
- list common audit research material sources;
- state requirements of FAR Part 15 and Standard Forms 1411 and 1412;
- select, run, and evaluate the proper E-Z-Quant sample program;
- prepare required working papers; and
- draft an initial pricing audit report.

Who Should Attend: New contract auditing personnel should attend approximately 8 weeks after reporting date.

Prerequisites: AUD 1111*, Orientation to Contract Auditing (SS) and AUD 1124*, Audit Applications of FAR Part 31, Cost Principles (SS). (*For course description, contact DCAI at (901) 325-6383.)

Length: 10 class days

Method of Delivery: Resident

PDS Code: PC6

AUD 1320

INTERMEDIATE CONTRACT AUDITING

Intermediate Contract Auditing provides the staff auditor with information needed to adequately plan and conduct audits. Class discussions, practical exercises, and group case studies are used to highlight problem areas and evaluate alternative courses of action.

Objectives: Students who successfully complete this course will be able to:

- discuss internal control components;
- utilize the Internal Control Review (ICR) system and Internal Control Audit Planning Summary (ICAPS) to assess audit risk;
- list DCAA's direct audit activity codes;
- discuss forward pricing rates and complete case studies;
- discuss Integrated Product Teams (IPTs);
- explain why auditors need to attend negotiations;
- list negotiation techniques and concepts;
- list requirements of Form 2000, identify common fraud indicators, and state auditor responsibility to detect fraud;
- discuss the purpose and requirements of the cost accounting standards and complete case studies; and
- discuss audit leads and observations.

Who Should Attend: Auditors with 1 to 5 years of contract audit experience should attend.

Prerequisites: AUD 1130(R) and AUD 1280*, Fraud Prevention and Detection (5S). (*For course description, contact DCAI at (901) 325-6383.)

Length: 5 class days

Method of Delivery: Resident

PDS Code: JR7



AUD 4120

STATISTICAL SAMPLING

Statistical Sampling concentrates on the knowledge and skills necessary to perform statistical sampling in the contract audit environment.

Objectives: Students who successfully complete this course will be able to:

- discuss statistical sampling basic concepts;
- explain the criteria for a valid statistical sample;
- differentiate between variable and attribute sampling;
- discuss the difference between dollar unit and physical unit sampling;
- determine the proper sample selection method and stratification method to use on an audit;
- select a statistical sample using the E-Z-Quant programs; and
- evaluate the results of a statistical sample using the E-Z-Quant programs.

Who Should Attend: This class is for Level I personnel working on their Level II certification requirements.

Prerequisite: AUD 1130(R)

Length: 5 class days

Method of Delivery: Resident

PDS Code: QP0



AUD 4230

GRAPHIC, COMPUTATIONAL, AND IMPROVEMENT CURVE ANALYSIS TECHNIQUES

This course provides students the skills necessary to perform a regression analysis and a simple improvement curve in the contract audit environment. The course stresses graphic presentation of trend and improvement curve data, identification of possible irregularities in the contractor's history, and the reporting of audit findings.

Objectives: Students who successfully complete this course will be able to:

- identify audit situations for regression analysis or improvement curves;
- properly utilize the correct E-Z-Quant program for a given audit situation;
- correctly interpret the E-Z-Quant program output;
- determine if reliance can be placed upon interpretation of the output;
- analyze improvement curve data and identify major irregularities or significant changes in trend data; and
- research the more complex issues associated with regression analysis and improvement curves.

Who Should Attend: This class is for Level I personnel working on their Level II certification requirements.

Prerequisite: AUD 1130

Length: 5 class days

Method of Delivery: Resident

PDS Code: QPC



AUD 8560

DEFENSE CONTRACT AUDIT AGENCY SUPERVISORY SKILLS WORKSHOP

The Supervisory Skills Workshop addresses the new supervisor's adjustment to the demands and responsibilities of a supervisory auditor. Emphasis is placed on developing the supervisor's ability to use key personnel management programs (staffing, training and development, performance appraisals, promotions, and employee relations) and interactive leadership skills necessary in Defense Contract Audit Agency's (DCAA's) participative work-team environment.

Objectives: Students who successfully complete this course will be able to:

- incorporate DCAA's personnel management requirements and interactive leadership skills into the personnel actions taken as a supervisor; and
- coach employees, conduct meetings, resolve team conflict, and facilitate employee relations.

Who Should Attend: This class is designed for supervisors and managers.

Prerequisite: None

Length: 10 class days

Method of Delivery: Resident

PDS Code: CBJ



BCF 101

FUNDAMENTALS OF COST ANALYSIS

Policies and techniques are introduced for preparing weapon systems life-cycle cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, learning curves, inflation, risk, economic analysis, and software cost estimating. These skills are applied in case studies.

Objectives: Students who successfully complete this course will be able to:

- define cost data and apply appropriate quantitative techniques to estimate costs for major defense acquisition programs;
- explain cost estimating policies; and
- perform a life-cycle cost analysis.

Who Should Attend: BCF 101 is required for DoD employees responsible for the preparation of materiel system life-cycle cost estimates. It is also beneficial for individuals who use information from life-cycle cost estimates, supervise cost estimators, prepare budgets based on life-cycle cost estimates, manage acquisition programs, evaluate and negotiate contract proposals, or want to learn cost estimating basics.

Prerequisite: ACQ 101. Students need competence in algebra equal to a second-year high school algebra course, and they should have completed an introductory course in statistics as well. Students with questions about their math skills should contact the course manager. Students will also need familiarity with IBM-compatible computers and spreadsheet packages.

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: Q1A



BCF 102

FUNDAMENTALS OF EARNED VALUE MANAGEMENT

This course builds on the Earned Value Management (EVM) concepts introduced in ACQ 101. Students will learn in a virtual classroom environment as part of a virtual learning team. The course begins with a key exercise to guide students through the thoughtful process of developing a baseline plan or Performance Measurement Baseline (PMB). Students will distinguish between the Integrated Baseline Review (IBR) process and the EVM System Certification process. Finally, students will perform basic data analysis and develop Estimates at Completion (EAC). They will recognize the relationship between EVM data analysis and industry and government program decisions.

Objectives: Students who successfully complete this course will be able to:

- describe how EVM is used to plan and integrate cost, schedule, and technical program aspects, and assess progress;
- correlate contractors' management systems characteristics to the guidelines in the EVM Systems Industry Standard EIA-748;
- recommend alternative EVM applications based on project risks;
- explain the IBR process;
- develop EACs based on project cost, schedule, and technical data; and
- identify relevant acquisition organizations, key players, and formal agreements.

Who Should Attend: This course is for military officers, O-1 and above; civilians, GS-9 and above; and equivalent industry personnel working in, or selected for, positions requiring knowledge and use of EVM.

Prerequisite: ACQ 101

Length: 28 days. This is a nonresident course available through the Internet. It is a nonrolling-enrollment course with specific start and end dates. The course begins the first week of each month and ends the last week of that month.

Method of Delivery: PC

PDS Code: Q1B

BCF 103

FUNDAMENTALS OF BUSINESS FINANCIAL MANAGEMENT

The Fundamentals of Business Financial Management course develops skills necessary for formulating and executing a program office budget. Topics include cost analysis; funding policies; the DoD planning, programming, and budgeting system; the congressional enactment process; and the budget execution process. The course includes lectures, case studies, and student-led discussions.

Objectives: Students who successfully complete this course will be able to:

- describe the overall DoD resource allocation process and identify the terminology and concepts used in analyzing the costs of defense acquisition programs;
- explain the appropriations, policies, and practices applicable to developing a program budget;
- examine the Planning, Programming and Budgeting System (PPBS) and the impact of programming and budgeting decisions on defense acquisition programs;
- summarize the congressional enactment process and the impact of congressional actions on defense acquisition programs; and
- identify the processes by which budget authority is apportioned, executed in accordance with public law, and reprogrammed.

Who Should Attend: BCF 103 is required for military officers and DoD civilians working in, or selected for, positions requiring knowledge or use of funds management principles. Equivalent industry personnel are encouraged to attend.

Prerequisite: ACQ 101

Recommended: Baccalaureate degree and 1 year of BCEFM acquisition experience

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: PGC

BCF 203

INTERMEDIATE EARNED VALUE MANAGEMENT

Intermediate Earned Value Management (EVM) students work through an EVM case study, including acquisition strategy, Request for Proposal (RFP) development, post-award activities, and analysis. During the case exercises, the students learn to apply EVM as a program management tool and incorporate EVM into the integrated management process.

Objectives: Students who successfully complete this course will be able to:

- synthesize the relationship between EVM and defense acquisition management;
- prepare EVM requirements for the RFP;
- evaluate a contractor's management systems against the 32 EVM guidelines;
- synthesize the planning, organization, execution, and follow-up of an integrated baseline review;
- identify working relationships of stakeholders; and
- use EVM techniques and automated tools to analyze information from the Cost Performance Report and critical path scheduling tools to assess and report a contractor's cost and schedule performance.

Who Should Attend: This course is for military officers, O-3 and above; DoD civilians, GS-9 and above; and equivalent industry personnel needing knowledge of EVM principles.

Prerequisite: BCF 102

Precourse Materials: A self-assessment is available from the course manager to determine suitability for attendance.

Length: 10 class days

Method of Delivery: Resident

PDS Code: Q2G



BCF 204

INTERMEDIATE COST ANALYSIS

Intermediate Cost Analysis emphasizes development and application of cost analysis techniques and estimate interpretation. The course addresses estimate definition and planning, data collections, formulation, review and presentation, and documentation. Estimating techniques, such as parametrics, analogies, expert opinions, and learning curves, are addressed in more depth. Computations are done using ACEIT (Automated Cost Estimating Integrated Tools).

Objectives: Students who successfully complete this course will be able to:

- understand the cost estimating process;
- normalize data for content, quantity, and economic year;
- develop cost estimates using various techniques;
- document cost models and estimates;
- apply time-phasing techniques in development, production, and operation and support phases of the life cycle, including cost improvements curves; and
- understand and perform sensitivity and risk analysis of an estimate.

Who Should Attend: This course is required for Level II certification for the DoD acquisition cost analyst; it is suggested for anyone in the financial management or earned value area.

Prerequisite: BCF 101

Recommended: Two years of acquisition experience in cost estimating, financial management, or the earned value analysis job series is recommended. Competence with algebra is essential, and some familiarity with statistics is beneficial. Students should direct math skills questions to the course manager.

Length: 15 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2B

BCF 205

CONTRACTOR FINANCE FOR ACQUISITION MANAGERS

The Contractor Finance for Acquisition Managers course provides students with a better understanding of the contractors and contractor data with which they deal directly. The course concentrates on the government contracting industry and includes the special financial regulations required by the Federal Acquisition Regulation and Cost Accounting Standards.

Objectives: Students who successfully complete this course will be able to:

- recognize financial management issues; and
- use the vocabulary and concepts necessary to discuss these issues with the defense contractor community.

Who Should Attend: This course is for military officers, O-3 and above, and DoD civilians, GS-9 and above, who are involved in the systems acquisition process, interface with contractors, or deal with contractor financial data.

Prerequisite: ACQ 201

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2A



BCF 206

COST RISK ANALYSIS

Cost Risk Analysis prepares cost analysts to model the cost risk associated with a defense acquisition program. Topics covered include basic probability concepts, subjective probability assessment, goodness-of-fit testing, basic simulation concepts, and spreadsheet-based simulation. Practical exercises, a small-group workshop, and a capstone article review reinforce the techniques taught.

Objectives: Students who successfully complete this course will be able to:

- assess subjective probabilities to represent uncertain cost elements in a defense acquisition program;
- model the cost risk associated with a defense acquisition program; and
- judge the reasonableness of a cost risk analysis for a defense acquisition program.

Who Should Attend: This assignment-specific course is designed for Acquisition Workforce personnel whose duties include developing and/or evaluating cost estimates for such areas as procurement, software, research and development, weapon systems, etc.; planning and management of DoD systems acquisitions; evaluation and negotiation of contract proposals; and cost and performance tradeoff analyses. Participants typically include members from the Business, Cost Estimating, and Financial Management (BCEFM) community as well as program/project managers and personnel in contracting; systems planning, research, development, and engineering; and information technology.

Prerequisite: None

Recommended: BCF 101, ACQ 201, and a working familiarity with any spreadsheet package

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2C

BCF 207

ECONOMIC ANALYSIS

Economic Analysis (EA) prepares students to conduct economic analyses within the DoD environment. Topics include decision analysis, cost analysis, present value, and sensitivity analysis. Practical exercises and a group workshop are used in class.

Objectives: Students who successfully complete this course will be able to:

- determine the most cost-effective way of conducting DoD business;
- determine the alternative that will warrant the highest benefits;
- estimate the costs of competing alternatives in an EA in accordance with Office of Management and Budget Circular A-94 and Department of Defense Instruction (DoDI) 7041.3;
- assess the uncertainty that may exist, using sensitivity analysis and prior estimates of benefits and costs of competing alternatives in an EA; and
- provide a rationale for conclusions.

Who Should Attend: This assignment-specific course is for personnel who develop and/or evaluate costs and benefits of alternative courses of action (lease vs. buy, in-house vs. contractor, privatization or outsourcing, or repair or replace). BCF 207 is also for those who prepare funding proposals for such programs as OSCR or DWCF (DBOF). Participants typically include the BCEFM community. This course would also be appropriate for program/project managers and personnel in contracting; systems planning, research, development, and engineering; information technology; and non-DoD personnel who conduct economic analyses of materiel systems.

Prerequisite: None

Recommended: ACQ 101 and a working familiarity with any spreadsheet package

Length: 4 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2D

BCF 208

SOFTWARE COST ESTIMATING

Software Cost Estimating is designed for those who estimate and/or review the cost of software development and maintenance. Topics include life-cycle management, development paradigms, capability evaluations, risk analysis, reuse, Commercial Off-The-Shelf (COTS) items, function points, IEEE/EIA 12207, parametric models, and model calibration. Case studies allow students to apply the course materials.

Objectives: Students who successfully complete this course will be able to:

- describe the software acquisition process;
- determine an appropriate cost estimating methodology and the types of data required for a software cost estimate;
- use models for software life-cycle cost estimating;
- compare and contrast alternative techniques for software cost estimating;
- apply software cost estimating techniques;
- discuss the strengths and weaknesses of software cost estimating models; and
- discuss major influences on software cost estimating.

Who Should Attend: This assignment-specific course is for personnel whose duties impact embedded or automated information systems acquisitions. It includes developing and/or evaluating cost estimates for life-cycle management, planning and managing DoD system acquisitions, evaluating and/or negotiating contract proposals, or analyzing cost and performance tradeoffs.

Prerequisite: None

Recommended: ACQ 201, BCF 101, a working familiarity with any word-processing package on an IBM-compatible personal computer

Length: 9 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2E

BCF 209

SELECTED ACQUISITION REPORT

The Selected Acquisition Report (SAR) course prepares acquisition personnel to generate and review the SAR. Through lecture and computer-assisted case studies, the student learns step-by-step SAR preparation using the Consolidated Acquisition Reporting System (CARS) software. The Acquisition Program Baseline, Defense Acquisition Executive Summary, and Unit Cost Report are also discussed.

Objective: Students who successfully complete this course will be able to prepare, generate, and review the SAR.

Who Should Attend: This assignment-specific course is for military officers, O-1 and above, and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel whose assignment requires preparation or review of acquisition documentation or reporting using the CARS software. Civilians under contract to support a military program office with a SAR reporting requirement are eligible with the recommendation of the Program Manager.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2F



BCF 211

ACQUISITION BUSINESS MANAGEMENT

Hands-on experience dealing with common financial issues in acquisition is provided during BCF 211, including cost estimating; earned value analysis; Planning, Programming, and Budgeting System (PPBS); and budget preparation and execution. Students complete an Internet precourse (BCF 211A) to review basic concepts prior to applying these concepts in the classroom (BCF 211B).

Objectives: Students who successfully complete this course will be able to:

- prepare, justify, and defend budget exhibits and obligation/expenditure plans;
- formulate impact/reclama statements and reports; and
- develop and defend business aspects of the acquisition and PPBS cycle.

Who Should Attend: This course is for intermediate-level personnel in positions supporting DoD weapons systems and the various aspects of business and financial management throughout the life cycle of a system.

Prerequisites: BCF 102 and BCF 103

Recommended: 2 years of acquisition experience and completion of ACQ 201

Note: There are two required components to this course – BCF 211A (online) and BCF 211B (classroom). Both must be completed for certification.

Length: BCF 211A – 60 calendar days; BCF 211B – 5 class days

Method of Delivery: Hybrid of Distance Learning and Resident – See “Online Courses,” page 12.

PDS Code: PGD



BCF 215

OPERATING AND SUPPORT COST ANALYSIS

This course explores techniques and data sources for estimating Operating and Support (O&S) costs to support defense acquisition management decisions for weapon systems. It also presents an overview of basic economic analysis techniques to support tradeoff analyses, such as net present value and return on investment. Practical exercises and case studies allow the student to apply concepts learned in class and analyze new situations.

Objectives: Students who successfully complete this course will be able to:

- plan and perform an O&S cost estimate;
- recognize the full spectrum of costs included in O&S cost estimates;
- obtain and normalize O&S cost data;
- apply appropriate cost estimating methods and models;
- document cost models and cost estimates;
- perform sensitivity and basic risk analysis of an estimate; and
- apply economic analysis tools to evaluate alternatives.

Who Should Attend: This is an assignment-specific course for personnel involved in developing and/or evaluating O&S cost estimates, cost/performance tradeoffs, or total ownership cost reduction efforts. This course is also appropriate as continuous learning for other personnel involved in defense acquisition.

Prerequisite: None

Recommended: Two years of experience in defense acquisition cost estimating, financial management, logistics, engineering, or program management. BCF 101 and ACQ 201 are highly recommended. Competence in algebra is required.

Precourse Materials: Advance reading materials will be available on the Internet.

Length: 5 class days

Method of Delivery: Resident

PDS Code: Q2H

BCF 301

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT WORKSHOP

This capstone course teaches students how to apply BCF 301 concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned value management, and financial management.

Objectives: Students who successfully complete this course will be able to:

- explain the tasks and duties of Business, Cost Estimating, and Financial Management (BCEFM) functions;
- define current BCEFM-related laws, regulations, policies, and procedures;
- evaluate the interrelationships among the BCEFM functions; and
- point out the appropriate decision-making information based on the integrated nature of a BCEFM task.

Who Should Attend: This course is for personnel in positions supporting DoD weapon systems and the various aspects of business and financial management throughout the life cycle of a system.

Prerequisites: ACQ 201 and a minimum of two of the following: BCF 101, BCF 102, or BCF 103

Recommended: Four years of acquisition experience is recommended.

Precourse Materials: A self-assessment will be mailed to students before class begins and should be faxed back to the course manager prior to the class start date. Also, students should come to class prepared to research a work-related topic. They will either brief the class on their findings or prepare a paper at the end of the course.

Length: 9 class days

Method of Delivery: Resident

PDS Code: BZF

BCF 802

SELECTED ACQUISITION REPORT REVIEW

The Selected Acquisition Report Review course provides acquisition personnel with a refresher of Selected Acquisition Report (SAR) preparation, including the latest policy changes and updates to the Consolidated Acquisition Reporting System (CARS) software. Lecture is supplemented by computer-based case studies using the latest version of CARS software.

Objective: Upon completing this course, the student will be able to apply the latest policy and software changes to prepare, generate, and review the SAR.

Who Should Attend: This continuing education course is for acquisition personnel with previous SAR/CARS experience and training. Civilians under contract to support a military program office with a SAR requirement are eligible with the recommendation of the program manager. Acquisition personnel with no previous SAR/CARS experience or training should take the Selected Acquisition Report course, BCF 209. This course should be retaken whenever there is a major update to the CARS software, usually on an annual basis.

Prerequisite: BCF 209

Length: 3 class days

Method of Delivery: Resident/Onsite

PDS Code: Q2J



CAR 805

CONTEMPORARY APPROACHES TO ACQUISITION REFORM

Contemporary Approaches to Acquisition Reform provides an integrated perspective of continuing Acquisition Reform and concurrent changes in the global political and economic environment resulting from advances in information technology. Emerging information technologies and best commercial management practices are discussed with a focus on improving acquisition service to the customer while assuring best value to the government.

Objectives: Students who successfully complete this course will be able to:

- assess the impact of the latest legal and regulatory changes and advances in information technology on the acquisition process, and
- evaluate how emerging management practices and information technology promote improvements in the acquisition process.

Who Should Attend: This continuing education course is appropriate for acquisition professionals who are already Level III certified in an acquisition career field and in all types of defense programs, including those dealing with weapons; mission critical computer resources; command, control, communications, and intelligence; and automated information systems.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: JHG



CON 101

BASICS OF CONTRACTING

Emphasizing commercial business practices, this survey course encompasses the entire contracting process from receipt of a purchase request through contract closeout. Students use the Federal Acquisition Regulation (FAR) and the DoD FAR Supplement (DFARS) to make related business decisions. As business advisors to the customer, students conduct an integrated case study requiring critical thinking and analysis.

Objectives: Students who successfully complete this course will be able to:

- analyze contracting requirements;
- plan competition and source selection;
- draft contract solicitations;
- evaluate quotes and offers;
- award contracts;
- plan contract administration;
- monitor contract quality and administer payments; and
- modify, terminate, and close out contracts.

Who Should Attend: This course is for students new to the contracting workforce, either entry-level personnel or those crossing over from other career fields.

Prerequisite: None

Length: 19 class days

Method of Delivery: Resident/Onsite

PDS Code: BDQ



CON 104

PRINCIPLES OF CONTRACT PRICING

Entry-level contracting personnel will develop a foundation in proposal, price, and cost analysis and the art of negotiations during this course. Students demonstrate their skills through practical team exercises that include using price analysis, cost analysis, and buyer/seller role playing. These exercises encourage effective win-win negotiations.

Objectives: Students who successfully complete this course will be able to:

- understand the general environment of contract pricing;
- determine the sources and means of acquiring data for cost and price analysis;
- analyze direct and indirect costs;
- perform a profit analysis, including the appropriate use and application of requirements relative to cost of money;
- integrate and apply the various concepts and methods learned to a real-time cost analysis in the form of an integrating exercise;
- apply selected techniques of cost of money and profit analysis; and
- apply the essential techniques, strategies, and tactics of the negotiation process.

Who Should Attend: This course is for civilians, GS-5 and above; military officers, O-1 and above; and enlisted, E-4 and above, working in base, post, camp, or station-level positions.

Prerequisite: CON 101

Recommended: A basic knowledge of algebra is strongly recommended. Students should bring a hand-held calculator.

Length: 14 class days

Method of Delivery: Resident/Onsite

PDS Code: BDR

CON 202

INTERMEDIATE CONTRACTING

Intermediate-level contracting personnel examine contracting, focusing on complex, noncommercial acquisitions. Through an integrated case study, students are challenged to accept their roles as business advisors and to apply ethical principles and sound judgment to resolve contracting issues.

Objectives: Students who successfully complete this course will be able to:

- plan procurement (including acquisition planning with a formal source selection plan pursuant to the analysis of market research and requirements documents and consideration of recurring requirements, government property, competition, contract type, and contract financing);
- create a contract (including preparation of a Request for Proposal, evaluation of factors, competitive range determination, discussions, and processing of a request for final proposal revisions), prepare an award decision, conduct debriefings, and take steps to mitigate and/or resolve protests; and
- administer a contract (including administration planning, conducting a post-award orientation, contract surveillance and quality assurance, financial management, terminations, and disputes resolution).

Who Should Attend: This course is for intermediate-level contracting personnel with Level I contracting certification and 2 years of contracting experience.

Prerequisite: CON 104

Recommended: 2-1/2 years of contracting experience after completing CON 101

Precourse Materials: Integrated product team read-ahead assignment

Length: 15 class days

Method of Delivery: Resident/Onsite

PDS Code: PGE

CON 204

INTERMEDIATE CONTRACT PRICING

This course reinforces pricing skills taught in CON 104 and further develops skills in price and cost analysis. Through team case studies, students demonstrate their ability to recognize, resolve, and provide advice on pricing issues and appropriately use price and cost analysis in developing prenegotiation objectives.

Objectives: Students who successfully complete this course will be able to:

- use pricing-related market research and know the benefits of its use;
- understand collaboration opportunities to streamline price/cost analysis efforts;
- recognize the appropriateness of the cost/price analysis as it relates to preferred acquisition approaches;
- realize when and how to perform various cost/price analysis techniques and how to use the results;
- consider cash flow and analysis from the supplier and customer perspectives; and
- understand how to use and advise on alternative contract incentives.

Who Should Attend: Level I certified personnel who are working on Level II certification should take this course.

Prerequisite: CON 104

Precourse Materials: A welcome packet is mailed approximately 30 days prior to attendance. It outlines objectives, purpose, competencies, introductory reading material, and sample problems relevant to the course.

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: BU6

CON 210

GOVERNMENT CONTRACT LAW

Attendees will understand the impact of government contract law on acquisition. The course introduces basic principles and sources of law relevant to acquisition. Court cases and administrative decisions emphasize how law affects the government-contractor relationship, legal disputes, and the maintenance of ethical business.

Objectives: Students who successfully complete this course will be able to:

- analyze how the law affects government contract formation;
- differentiate among types of inspection, warranties, acceptance, and changes;
- recognize situations requiring an equitable adjustment;
- articulate key issues and describe procedures available for dispute resolution;
- explain the application of different types of contract termination;
- contrast different forums available to hear protests relating to government contract formation and describe the basic issues;
- explain the allocation and enforcement of government rights to various types of property;
- identify and apply limitations on spending of government funds; and
- recognize procurement fraud and available remedies.

Who Should Attend: This course is for intermediate-level personnel who have some experience with government contracting and are responsible for contract formation or management.

Prerequisite: CON 104

Recommended: CON 202 is strongly recommended.

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: BDP

CON 232

OVERHEAD MANAGEMENT OF DEFENSE CONTRACTS

Overhead Management of Defense Contracts provides an understanding of industry overhead costs and their impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and close out. The course-integrating case provides hands-on application of the overhead-rate process where students determine their own final overhead rates.

Objectives: Students who successfully complete this course will be able to:

- develop, evaluate, and apply indirect rates;
- assess program impacts with the changing business base;
- interpret Defense Contract Audit Agency (DCAA) audit reports and evaluate recommendations; and
- make final decisions on cost issues.

Who Should Attend: This assignment-specific course is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel, who are assigned to projects in which overhead situations are present or who are involved in either contract formation or administration.

Prerequisite: CON 104

Recommended: It is strongly recommended that all applicants have at least 1 year of contracting experience after Level I certification before attending this course.

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: BKA



CON 233

COST ACCOUNTING STANDARDS WORKSHOP

The Cost Accounting Standards Workshop provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, the Cost Accounting Standards (CAS), and disclosure statements for Federal contracts.

Objectives: Students who successfully complete this course will be able to:

- ascertain if a given practice is compliant with the cost accounting standards;
- verify applicability of cost accounting standards and type of coverage;
- determine if and when disclosure of the contractor's practices is required;
- find out if a cost impact proposal is necessary; and
- determine appropriate contract adjustments if a cost impact proposal is necessary.

Who Should Attend: This assignment-specific course is designed for civilian (or equivalent military) personnel, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should also have a current (or pending) assignment dealing on a regular basis with CAS issues.

Prerequisite: CON 204 (prerequisite waived for attorneys)

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: QMF



CON 234

CONTINGENCY CONTRACTING

Contingency Contracting develops skills for contracting support provided to Joint Forces across the full spectrum of military operations. Exercises focus on unique aspects of contingency operations, critical thinking skills, and the execution of appropriate contractual instruments.

Objectives: Students who successfully complete this course will be able to:

- identify and apply contracting laws, regulations, and procedures for contingencies;
- apply ethical principles in procurement decisions in foreign environments;
- identify key personnel and organizations in contingencies, explain their roles and responsibilities, and illustrate required coordination;
- summarize and discuss elements of contingency contracting support planning;
- assess customer requirements and execute appropriate procurement actions;
- prepare, assemble, administer, and close out contracts, documents, files, and reports; and
- recognize cross-cultural behavioral patterns and antiterrorism force protection measures and explain their impact on contingency contracting.

Who Should Attend: This assignment-specific course is for Contracting and Purchasing career field personnel who are in deployable positions. Whenever practical, students should attend the course prior to assuming duties as a deployable contracting officer or purchasing agent.

Prerequisite: CON 101 or PUR 101

Recommended: 2 years of purchasing or contracting experience

Length: 9 class days

Method of Delivery: Resident/Onsite

PDS Code: PAP

CON 235

ADVANCED CONTRACT PRICING

From price-based acquisition to the traditional cost-based environment, this course is designed for buyers, price analysts, and contracting officers tasked with obtaining fair and reasonable prices. CON 235 addresses market forces, the market research process, commerciality issues, and cost/price analysis techniques such as interviewing experts, analogy, decision theory, earned value statistics, parametrics, learning curves, and risk analysis.

Objectives: Students who successfully complete this course will be able to:

- use inferential statistics and hypotheses testing;
- analyze the relationship between two or more variables, describe that relationship using regression analysis, and defend the appropriateness of the model;
- perform cost-risk analysis to support prenegotiation objectives;
- integrate quantitative techniques in a cost/price estimate;
- conduct market research on a given procurement item; and
- conduct a price analysis of a commercial item as broadly defined by Federal Acquisition Regulation (FAR) criteria.

Who Should Attend: This assignment-specific course is for any Level II/III personnel wanting to advance in major acquisitions (systems, sustainment, or services), particularly in a price-based acquisition environment.

Prerequisite: CON 204

Recommended: Level II contracting certification

Length: 10 class days

Method of Delivery: Resident

PDS Code: PAQ

CON 236

CONTRACTUAL ASPECTS OF VALUE ENGINEERING

This course provides an intensive review of the techniques and objectives of the DoD Value Engineering (VE) program. Students are exposed to basic VE concepts and definitions and the relationship of VE to other incentives contained in the contract and subcontracts.

Objectives: Students who successfully complete this course will be able to:

- apply the appropriate VE clause by differentiating among the types of VE programs;
- validate, by assessment, VE Change Proposals (VECPs);
- calculate savings resulting from accepted VECPs; and
- modify the contract after formal processing and acceptance of the VECP.

Who Should Attend: This assignment-specific course is for contracting, program management, and functional personnel who may be involved in VE applications or who support major weapon systems and can be expected to encounter specific VE activity. Although the course is targeted for contracting personnel, individuals not assigned to contracting are encouraged to attend.

Prerequisite: None

Recommended: Level II certification in contracting or a field of expertise is desirable before attending this course. A working knowledge of contracting, program management, or a functional area of expertise, with 2 years of experience, is a satisfactory substitute.

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAR



CON 237

SIMPLIFIED ACQUISITION PROCEDURES

The Simplified Acquisition Procedures (SAP) course is intended to support the training of the DoD Acquisition Workforce on the use of simplified acquisition procedures utilizing Federal Acquisition Regulation (FAR) Parts 12 and 13. This course combines interactive computer-based training with performance support resource access, which is provided via the Internet.

Objectives: Students who successfully complete this course will be able to:

- recognize and explain the advantages of using SAP for acquisition;
- identify the purchases that can be made using SAP;
- list sources of information regarding potential open-market suppliers;
- determine whether the small business set-aside requirement applies;
- decide whether data justifies a decision regarding the extent of competition;
- explain the importance of the requirement to maintain an open-market source list;
- plan a solicitation, evaluate quotes, and select a contractor for award; and
- solve post-award issues.

Who Should Attend: This course is designed as a continuing education tool for personnel requiring knowledge in using simplified acquisition procedures.

Prerequisite: None

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: PAS

CON 243

ARCHITECT-ENGINEER CONTRACTING

Architect-Engineer (A-E) Contracting focuses on the unique aspects of contracting for professional A-E services. The course is designed for Acquisition Workforce personnel in the Contracting career field who have achieved a solid baseline of contracting knowledge through a combination of actual experience and completion of all Defense Acquisition Workforce Improvement Act (DAWIA) Level I courses. Students will cover issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises also include the Brooks Act, SF-254s/255s, slate and selection process, review of government estimates, liability, Title II services, modifications, and Contracting Officer Technical Representative (COTR) responsibilities.

Objectives: Students who successfully complete this course will be able to:

- determine the necessity of using Brooks Act procedures;
- select an A-E firm;
- negotiate, award, manage, and administer a contract to satisfy the needs of the government; and
- understand critical pre- and post-award functions concerning A-E contracts.

Who Should Attend: This assignment-specific course is intended for military and civilian Acquisition Workforce members in the Contracting career field who are assigned contracting responsibilities for A-E contracts. Whenever practical, students should attend CON 243 prior to assuming A-E contracting duties.

Prerequisite: CON 104

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: PGF

CON 244

CONSTRUCTION CONTRACTING

This course focuses on unique construction contracting issues such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, Davis-Bacon, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Objectives: Students who successfully complete this course will be able to:

- conduct appropriate, successful, effective construction acquisition planning;
- properly solicit and award a construction contract;
- diagnose, troubleshoot, and determine better construction contract administration; and
- through critical analysis/thinking, select the best construction business decision given the contract situation.

Who Should Attend: This assignment-specific course is for military and civilian personnel in the Acquisition Workforce who are in the Contracting career field or who are assigned specific contract administration duties for construction contracts, e.g., professional engineers, quality assurance personnel, and legal counsel personnel. Whenever practical, students should attend the course prior to assuming duties related to construction contracting.

Prerequisite: CON 104

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: PGG



CON 301

EXECUTIVE CONTRACTING

Executive Contracting is a unique forum for senior personnel in the Contracting career field to examine a wide range of acquisition issues. This course provides guest speaker lectures, discussions, workshops, and a visit to Capitol Hill to observe congressional activities. Topic areas cover contracting policy (DAR council, OFPP, changes, and changing technologies), external forces (SBA, GAO, DODIG, and legislative statutes), and work environment.

Objectives: Students who successfully complete this course will be able to:

- identify and discuss the impact of recently established or proposed policies, regulations, directives, or studies on present acquisition and contracting practices;
- understand how legislation and procurement policy makers operate; and
- network with other contracting personnel on various approaches.

Who Should Attend: This course is required at Level III for all contracting personnel who represent their activities regarding policy implementation. This course is required as a refresher every 3 to 5 years to keep current in contracting policy. The senior contracting officer at a smaller activity, if certified at Level II, may also attend.

Prerequisite: 1 year of contracting experience after Level II certification

Precourse Materials: Prior to attending the course, participants must prepare a paper describing contracting issues of importance to their activity and a contracting-improvement paper to be shared in class. For precourse materials, go to www.con301.com, select "Information Center," then select "Preclass Assignments." This Web site provides information about the class, including precourse assignments.

Length: 5 class days

Method of Delivery: Resident

PDS Code: BB3

CON 333

MANAGEMENT FOR CONTRACTING SUPERVISORS

Designed for supervisors, managers, and team leaders assigned to acquisition/contracting positions within the Federal Government, CON 333 allows participants to apply leadership, critical thinking, and decision-making principles to case studies in a contracting environment. Small group interaction, customer focus, communications, and the contracting professional's role as a business advisor are emphasized.

Objectives: Students who successfully complete this course will be able to:

- balance the competing interests of various agencies and principal players, i.e., requiring activities, industry, higher headquarters, and oversight agencies;
- understand the contracting professional's role as "business advisor" and develop processes to manage the business relationship with their customers;
- identify processes that promote early and fair government-contractor interaction;
- develop procurement planning skills utilizing critical thinking;
- manage workload distribution effectively within the contracting office by emphasizing empowerment and risk management;
- balance the requirement for workload completion with the need for professional development;
- establish and justify effective procurement organizational structures; and
- maximize use of team members' expertise.

Who Should Attend: This course is designed for supervisors, managers, team leaders, or those about to be assigned to such positions in the acquisition or contracting functions.

Prerequisite: 1 year of contracting experience after Level II certification

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: BU7

GRT 201

GRANTS AND AGREEMENTS MANAGEMENT

Grants and Agreements Management presents the foundational knowledge required to begin service as a grants officer. The course provides the information needed to resolve relevant assistance issues by applying knowledge, discretion, and judgment.

Objectives: Students who successfully complete this course will be able to:

- explain the qualitative differences among instruments available for obligating Federal dollars and choose the most appropriate instrument in various situations;
- identify the elements of the legal framework that apply to assistance; and
- perform the responsibilities of the grants officer in accordance with regulations and statutes.

Who Should Attend: This assignment-specific course is designed for personnel involved in pre-award and post-award assistance processes, e.g., grants specialists and DoD personnel in a career path to become grants officers. (This course is not intended for personnel in the National Guard Bureau (NGB). DAU is working on a variation of this course, customized for the NGB.) GRT 201 does not address Other Transactions (OTs) used for acquisition (Sec. 845 OTs). The course provides a brief overview only of OTs and Technology Investment Agreements used for research.

Prerequisite: None

Recommended: Level I (Contracting) courses

Length: 3-1/2 class days

Method of Delivery: Resident/Onsite

PDS Code: BU4



IND 101

CONTRACT PROPERTY ADMINISTRATION FUNDAMENTALS

This course provides contracting officers, property administrators, plant clearance officers, and personnel in related career fields a comprehensive understanding of the contractual regulatory and statutory requirements for government property administration.

Objectives: Students who successfully complete this course will be able to:

- state government policies and exceptions on providing property to contractors;
- describe five major types of government property;
- explain the government property Federal Acquisition Regulation (FAR) clauses;
- describe the responsibilities of the property administrator;
- plan and initiate property management;
- evaluate a contractor's property control system;
- provide a property control system analysis, identify deficiencies, and recommend corrections;
- investigate and determine appropriate action for lost, damaged, or destroyed property; and
- describe methods used to properly dispose of government property.

Who Should Attend: This course is required at Level I for all industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration.

Prerequisite: None

Recommended: Some prior knowledge or experience with property management

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: PDM

IND 102

CONTRACT PROPERTY DISPOSITION

This course is designed to enhance the skills of government personnel performing contract property disposition functions. Participants will analyze the contract property disposition process and the responsibilities of the contractor, plant clearance officer, property administrator, and contracting officer. Contract property disposition statutes, regulations, and policies are examined and discussed.

Objectives: Students who successfully complete this course will be able to:

- understand the duties of the plant clearance officer;
- understand Federal Acquisition Regulation (FAR) 45.6, DoD FAR Supplement (DFARS) 245.6, and regulations on plant clearance;
- understand screening procedures for DoD excess/surplus property; and
- discuss current topics such as demilitarization procedures and disposition of information technology.

Who Should Attend: This course is required at Level I for all industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration. This course is required as a refresher every 3 to 5 years to keep current in contract property policy.

Prerequisite: IND 101

Recommended: CON 101 and 104

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: PDO

IND 103

CONTRACT PROPERTY SYSTEMS ANALYSIS

Contract Property Systems Analysis builds a solid foundation in auditing principles and process analysis techniques for entry-level property professionals. The instructional process underscores the importance of property control system requirements and provides the tools necessary for the property administrator to plan and perform a property control systems analysis.

Objectives: Students who successfully complete this course will be able to:

- plan and schedule contract property control systems analysis;
- determine proper use of sampling;
- define the appropriate population for review for all processes;
- analyze the sample for deficiencies that fail to meet contractual requirements;
- determine the rating for the function, functional segment, and property control system; and
- recommend a course of corrective action.

Who Should Attend: This course is for all Level I industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. It is recommended for contracting, production, and quality assurance personnel with property control systems analysis responsibilities.

Prerequisite: IND 101

Recommended: 1 year of property management experience after completing IND 101

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: BRL



IND 201

INTERMEDIATE CONTRACT PROPERTY ADMINISTRATION

This course is for experienced industrial property management specialists, property administrators, plant clearance officers, contracting officers, and their supervisors. Current contractual, regulatory, and statutory issues are analyzed using student case studies and plant tours.

Objectives: Students who successfully complete this course will be able to:

- define types of property provided to contractors and the clauses used to do so;
- describe inventory management procedures and policies, consumption analysis, physical inventories, and adjustments;
- identify criteria for acquiring, using, and recording special tooling, test equipment, and agency-peculiar property;
- apply various risk-of-loss contract provisions; and
- differentiate policies and procedures for disposition and plant clearance of government property.

Who Should Attend: This course is for all Level II industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. This course may be required for contracting officers (GS-1102), program managers, auditors, and team leaders with significant property administration responsibilities. It is highly recommended for production and quality assurance personnel involved with property administration.

Prerequisite: IND 103

Recommended: 1 year of property management experience after completing IND 101

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: PDN

IND 202

CONTRACT PROPERTY MANAGEMENT SEMINAR

The Contract Property Management Seminar is designed for property professionals and related contracting professionals and builds upon the introductory and intermediate contract property courses. Participants analyze problems, policies, and initiatives that impact the property administration function. Participants discuss DoD property management initiatives and commercial practices, and they explore the challenges faced by property administration offices.

Objectives: Students who successfully complete this course will be able to perform the following functions in the property management environment:

- apply complex interactions of government property and related clauses in problem-solving situations;
- apply new DoD and departmental initiatives;
- analyze newly issued regulatory materials; and
- apply contemporary management techniques to address technical and managerial problems.

Who Should Attend: All Level II and III industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series, should attend. This course is also recommended for contracting, production, and quality-assurance personnel who are assigned to contracts with a significant amount of government property accountability and who have a substantial involvement with the management and control of government property. This course is required as a refresher every 3 to 5 years to keep current in contract property policy.

Prerequisite: IND 201

Recommended: At least 1 year of experience in the field after completing IND 201

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: BRM

IRM 101

BASIC INFORMATION SYSTEMS ACQUISITION

This course combines interactive computer-based training with performance-support resource access. Students in this course explore the introductory-level concepts involved in DoD information systems acquisition management.

Objectives: Students who successfully complete this course will not only gain a basic knowledge and comprehension of the following fundamental concepts of an information systems acquisition, but they will also be able to:

- apply laws and regulations;
- understand organizational and individual roles and responsibilities;
- interpret information technology terminology; and
- apply acquisition management practices, such as risk management, quality assurance, requirements management, architecture, and configuration management.

Who Should Attend: This course is for civilians, GS-5 to GS-9, or military officers, O-1 to O-3, who are members or prospective members of the Information Technology career field.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: JHD



IRM 201

INTERMEDIATE INFORMATION SYSTEMS ACQUISITION

Intermediate Information Systems Acquisition focuses on the application of policies, concepts, and practices that guide and control the management and acquisition of Information Systems/Information Technology (IS/IT) in DoD. Exercises, labs, lecture, and group discussion are used in covering such topics as IS/IT policies, strategic planning, information assurance, architecture, advancing technologies, and more.

Objectives: Students who successfully complete this course will be able to:

- explain the concepts and terminology that comprise the major and nonmajor information systems acquisition management processes and how the processes interact;
- define the roles, activities, and relationships of the DoD, other government entities, and industry that participate in and affect the acquisition of information technology;
- apply management skills needed to effectively and efficiently utilize people, money, facilities, information, and time to accomplish information systems acquisition objectives;
- identify internal and external factors that influence and constrain the information systems acquisition process; and
- summarize strategies on how to deal with these factors in light of risk, uncertainty, and change.

Who Should Attend: This course is for Level I certified mid-level managers with responsibilities in IS/IT acquisitions.

Prerequisites: ACQ 201 and IRM 101

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: QN5

IRM 303

ADVANCED INFORMATION SYSTEMS ACQUISITION

Advanced Information Systems Acquisition is the capstone course in the DAU Information Resource Management sequence. It focuses on decision making and issues related to Information Systems/Information Technology (IS/IT) leadership, capital investment management, and acquisition. Using case studies, the course integrates advanced topics in planning, designing, and implementing comprehensive programs to acquire effective information systems.

Objectives: Students who successfully complete this course will be able to:

- evaluate IS/IT leadership, management, and acquisition issues to make strategic-level decisions in DoD; and
- effectively lead or participate in IS/IT integrated product teams that operationalize Acquisition Reform initiatives and manage IS/IT as a capital investment.

Who Should Attend: This course is for civilian senior managers, grades GS/GM-13 to GS/GM-15, and military officers, ranks O-4 to O-6, who have successfully completed the requirements for Level II in the Information Technology career field.

Prerequisite: IRM 201

Length: 15 class days

Method of Delivery: Resident/Onsite

PDS Code: BZE



LAW 801

ACQUISITION LAW

DoD policy now mandates that the acquisition process be conducted through Integrated Product Teams (IPTs). The employment of IPTs in the acquisition process has resulted in the involvement of many noncontracting government personnel. This course provides an overview of government contract law to students from the various acquisition disciplines. LAW 801 also provides useful knowledge of the laws and regulations specifically applicable to government contracts.

Objectives: Students who successfully complete this course will be able to:

- apply various laws and regulations applicable to the government contracting process; and
- comprehend the legal significance of the contents of the contractual instrument and actions taken by those involved in the acquisition process.

Who Should Attend: This is a continuing education course for Level I certified acquisition personnel who are either not required to take CON 210 or who completed CON 210 more than 5 years ago.

Prerequisite: None

Length: 4-1/2 class days

Method of Delivery: Resident/Onsite

PDS Code: JHH



LOG 101

ACQUISITION LOGISTICS FUNDAMENTALS

Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes. Modules cover the logistics-relevant aspects of subjects, such as operational requirements identification, life-cycle costing, integrated product and process development, sustainment logistics, supportability analyses, contracting, and contractor support.

Objectives: Students who successfully complete this course will be able to:

- understand how today's defense systems and equipment are conceived, developed, tested, acquired, and operated;
- understand the role of the commercial sector;
- comprehend the philosophy and objectives of logistics support and attendant management functions; and
- understand logistics-related disciplines and the policies, procedures, and management techniques used to establish a logistics support capability.

Who Should Attend: Individuals recently assigned responsibility to plan, establish, and maintain the logistics support infrastructure for DoD systems and equipment in each phase of the acquisition life cycle should attend.

Prerequisite: ACQ 101

Recommended: Students who take this course should have 6 to 12 months of experience in an acquisition organization.

Precourse Materials: Students are encouraged to read DoDD 5000.1 and DoD 5000.2-R.

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: JR1

LOG 201

INTERMEDIATE ACQUISITION LOGISTICS

Intermediate Acquisition Logistics provides a dynamic, real-time learning environment oriented toward developing managerial and technical logistics competencies in the areas of systems engineering, life-cycle cost management, and risk analysis. It challenges the student to optimize the early integration of operational supportability into the system development process and refines these skills through facilitated student group exercises, presentations, and research activities on current acquisition initiatives.

Objectives: Students who successfully complete this course will be able to:

- apply leading-edge logistics concepts, policies, constraints, and other considerations to the development and execution of acquisition logistics within the DoD; and
- enhance their proficiency in performing the core knowledge areas of their jobs as determined by the Defense Acquisition Logistics Career Management Board (DALCMB).

Who Should Attend: This course is for Level I certified acquisition logistics managers and their supervisors.

Prerequisites: ACQ 201 and LOG 101

Recommended: Students should have acquisition logistics experience as outlined in DoD 5000.52M and be currently assigned, or expect to be assigned, to an acquisition logistics position.

Length: LOG 201A – 26 calendar days; LOG 201B – 8 class days

Method of Delivery: Hybrid of Distance Learning and Resident/Onsite – See "Online Courses," page 12.

PDS Code: JR3



LOG 203

RELIABILITY AND MAINTAINABILITY

This course concentrates on Reliability and Maintainability (R&M) activities throughout the life cycle, enabling students to understand the relationship between R&M and acquisition logistics and to evaluate the impact of R&M decisions. Stressing a conceptual approach, the course presents basic R&M terminology and engineering practices.

Objectives: Students who successfully complete this course will be able to:

- explain why successful R&M activity decreases logistics costs and increases combat capability;
- develop operational and contractual R&M requirements;
- discuss well-established R&M design/analysis activities;
- explain reliability growth testing and reliability qualification testing; and
- explain how to preclude latent defects from entering service.

Who Should Attend: This course is for logisticians assigned to DoD acquisition programs.

Prerequisite: ACQ 201

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the end-of-module and end-of-course tests within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: AKA



LOG 204

CONFIGURATION MANAGEMENT

This course provides managers and functional staff with the knowledge of how to apply Configuration Management (CM) successfully. It includes the interrelationship of CM to life-cycle design activities and logistics support. LOG 204 provides an overview of the concepts and basic practices of CM, including configuration identification, audits, control, and status accounting, as well as data management. Impacts on CM by Acquisition Reform, the integrated data environment, open systems, and commercial/nondevelopment items are discussed. Continuing scenario exercises trace CM in the technical development, production, and support of a system. Requirements to design, develop, implement, and operate a Configuration Management Program are discussed.

Objectives: Students who successfully complete this course will be able to:

- apply CM oversight as a tool in the Integrated Process and Product Development effort for system management; and,
- when given a scenario, utilize the Integrated Process and Product Development approach to manage the configuration for a system during its life cycle.

Who Should Attend: This course is for logisticians and systems engineers involved in the development of systems and life-cycle support.

Prerequisite: ACQ 201

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: QMB



LOG 205

PROVISIONING

This course emphasizes management-level planning and oversight of logistics support development for a new system. It emphasizes the flow of the provisioning process to ensure a sound understanding of the normal sequence of events in the provisioning of a system. Instruction includes exercises and case studies.

Objectives: Students who successfully complete this course will be able to:

- comprehend basic concepts and definitions germane to provisioning and be able to distinguish among various applications of similar terms and concepts;
- understand management considerations that affect provisioning planning and apply this understanding to sample situations;
- understand events in a typical provisioning process, from planning through cataloging and fielding of support, and develop a model of such a process under given criteria; and
- understand uses of technical codes and factors, which are assigned during provisioning, in defining the support structure for a system or an item.

Who Should Attend: This course is for individuals who are involved in the planning or execution of initial logistics support and require Level II certification in Acquisition Logistics.

Prerequisite: LOG 201

Recommended: At least 1 year of experience in acquisition logistics

Precourse Materials: A required text is mailed to all students 3 to 4 weeks prior to the course. Students who have not received the material 2 weeks prior to the course should contact the school.

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: QM7

LOG 235

REENGINEERING THE PRODUCT SUPPORT PROCESS

This course, which will be offered in FY 2003, is designed for acquisition logistics personnel. The course provides the tools and techniques required to participate in and manage the reengineering of product support processes supporting Department of Defense acquisition programs.

Objectives: Students who successfully complete this course will be able to:

- apply, evaluate, and analyze the concepts, policies, and practices of reengineering product support;
- understand the use of business case analysis in logistics reengineering; and
- identify the logistics support impacts of reliability and maintainability, configuration management, supply-chain management, flexible sustainment, prime vendor concepts, support options, continuous modernization, and commercial integration on reengineering product support.

Who Should Attend: Level I certified acquisition and sustainment logisticians involved in the development of systems and life-cycle support.

Prerequisites: ACQ 201 and LOG 201

Length: Students will complete a 5-week Distance Learning course via readings, online and other media research, and e-mail. This is followed by a 3-day Resident classroom session dedicated to group activities (e.g., exercises and case analyses) in which they will demonstrate the successful application of the tools and techniques learned in the Distance Learning portion.

Method of Delivery: Hybrid of Distance Learning and Resident – See "Online Courses," page 12.

PDS Code: JHL



LOG 304

EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT

Executive Acquisition Logistics Management prepares the acquisition logistician to function in executive-level logistics management and policy-making positions. The student will acquire an understanding of the complex relationships among logistics support planning, acquisition policy, requirements determination, program management, contracting, and government funds management. Acquisition Reform issues will be explored as they pertain to acquisition logistics.

Objectives: Students who successfully complete this course will be able to:

- serve as proactive, credible, and influential acquisition logisticians;
- identify each phase of the acquisition process and its major events;
- distinguish the acquisition logistician's functions during each phase of the acquisition process;
- identify the basic elements of the systems engineering process; and
- distinguish major acquisition policy requirements from the logistics perspective.

Who Should Attend: This course is for military officers, O-3 and above, and DoD civilians, GS-11 and above, who are in, or soon will be assigned to, acquisition logistics positions and who are Level II certified in the Acquisition Logistics career field.

Prerequisites: LOG 201, LOG 203, and either LOG 204 or LOG 205

Precourse Material: Skim precourse material provided at http://norfolkcampus.dau.mil/log304/adv_read.pdf prior to attending the class. It is not necessary to do an in-depth review prior to class; course materials and readings will be provided, so you need not print this file. As a requirement of the course, you must prepare and present a 5-10 minute "Logistics Lessons Learned" briefing to the class during the second week of the course. This briefing is to include a short-point paper and a presentation of 1 or 2 slides. It is strongly recommended that you complete this assignment prior to the class; however, the "Lessons Learned" will be collected on Monday of the second week. Visit the Web site above for further information.

Length: 9 class days

Method of Delivery: Resident/Onsite

PDS Code: AH1

PMT 202

MULTINATIONAL PROGRAM MANAGEMENT

This course helps students develop an understanding of how to be effective in an international defense acquisition program. The Multinational Program Management course emphasizes the U.S. policy of encouraging armaments cooperation and enhancing interoperability with our allies. Key national, DoD, and Service policies on international cooperative development, production, and support are explored.

Objectives: Students who successfully complete this course will be able to:

- understand key national, DoD, and Service policies on international cooperative development, production, and logistics; and
- comprehend the various international defense programs related to acquisition (Data Exchanges, Nunn Amendment Programs, Foreign Comparative Testing, Coalition Warfare Programs, Bilateral and Multilateral Projects and Programs, and Security Assistance – Foreign Military Sales).

Who Should Attend: This assignment-specific course is for military officers, O-3 and above, and DoD civilians, GS-11 and above, who hold, or have been selected for, the following positions impacting international defense acquisition programs: Program managers and program management staff, key government laboratory and center personnel, Defense and Service headquarters staff, and Office of Defense Cooperation personnel and attachés.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAJ



PMT 203

INTERNATIONAL SECURITY AND TECHNOLOGY TRANSFER/CONTROL

As a comprehensive review, the International Security and Technology Transfer/Control course examines the international transfer and control and the export and import licensing of technology, hardware, software, data exchange, engineering liaison, and training. PMT 203 is designed for the acquisition professional, Defense and Service headquarters staff, and Defense Cooperation personnel and attachés associated with international acquisition. The course has five components: acquisition documentation; security and data transfer; export/import licensing; contractor operations; and laws, policies, and procedures.

Objectives: Students who successfully complete this course will be able to:

- understand the basic classification systems, i.e., Top Secret, Secret, and Confidential;
- develop a technology assessment control plan; and
- differentiate intellectual property rights, military security, and technology transfer.

Who Should Attend: This assignment-specific course is for military officers, O-3 and above; DoD civilians, GS-11 and above; and acquisition professionals who require international acquisition training. The course is also appropriate for foreign liaison office personnel or DoD representatives who deal with other nations or international agencies.

Prerequisite: None

Precourse Materials: Students must complete a self-assessment prior to arrival at the course.

Security Clearance: A SECRET security clearance is required. Due to security restrictions, allied students may not attend under most circumstances.

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAK

PMT 250

PROGRAM MANAGEMENT TOOLS

As a follow-on to ACQ 201, the Program Management Tools course provides application skills needed in a program office or as an Integrated Product Team (IPT) lead. Designed to enhance journeyman-level skills, it is required, along with ACQ 201, for Level II certification in Program Management (PM). PMT 250 also prepares students for later work in the Level III program management certification course, PMT 352.

Objectives: Students who successfully complete this course will be able to:

- apply leadership skills in an IPT environment;
- understand and develop Work Breakdown Structures (WBSs);
- build program schedules and apply risk management principles using state-of-the-industry software;
- determine cost estimates using current cost estimating processes;
- develop contract documentation as part of a simulated contracting activity; and
- demonstrate use of earned value for program planning and control.

Who Should Attend: Target attendees are civilians, GS-12/13, and military officers, O-3 and O-4 in the PM career field. Lower grades may apply if they have completed ACQ 201. Level III personnel in other career fields desiring to take PMT 352 for Level III PM certification must either take PMT 250 first or obtain credit for that course by passing an equivalency exam. Personnel who were certified Level II in PM prior to 1 October 2001 and who want to take PMT 352 must meet the same criteria. Students may apply for an exam by selecting the correct category at <http://www.dau.mil/registrar/apply.asp>. Once you reach the registration site, click on "Prepare Applications."

Prerequisite: ACQ 201

Length: This is a nonresident, Distance Learning course available through the Internet. Course length is 64 calendar days. Students must complete modules 1–8 (consisting of about 56 hours of work) within 60 calendar days of the start date. Modules 9–10 are presented as a virtual classroom IPT exercise, requiring 24 hours over the last 4 days of the course.

Method of Delivery: PC

PDS Code: PGM

PMT 302

ADVANCED PROGRAM MANAGEMENT COURSE

The Advanced Program Management Course provides a comprehensive examination of the integrated processes of systems acquisition management. A key focus is to expose learners to current/emerging issues in the Acquisition Reform arena and other policy and legislative changes that make acquisition management an extremely dynamic environment. The primary learning methodology is faculty-assisted, student-led cases and exercises.

Objectives: Students who successfully complete this course will be able to:

- demonstrate, from the program management perspective, the ability to integrate the dynamic processes used in systems acquisition management; and
- use managerial abilities and functional-area knowledge to perform in acquisition-related positions.

Who Should Attend: This course is for Acquisition Workforce military officers, O-4/O-5, or civilians, GS-13/GS-14, who are qualified for the Acquisition Corps. Equivalent acquisition industry managers are also accepted.

Prerequisite: ACQ 201

Security Clearance: A SECRET security clearance is required.

Length: 14 weeks

Method of Delivery: Resident

PDS Code: BU1



PMT 304

ADVANCED INTERNATIONAL MANAGEMENT WORKSHOP

Reinforcing and advancing the principles of collective defense through armaments cooperation, the Advanced International Management Workshop explores issues associated with international negotiation of cooperative acquisition project agreements.

Objectives: Students who successfully complete this course will understand:

- the policies of the President; the Congress; Department of Defense; Departments of State, Commerce, and Treasury; and the Services on international cooperative defense acquisition agreements; and
- how to negotiate an international acquisition agreement and how to negotiate the results according to U.S. policy.

Who Should Attend: This assignment-specific course is for personnel who work with international defense acquisition programs in any career field. PMT 304 is open to mid-level military officers, O-4 and above; DoD civilians, GS-13 and above; and industry equivalents. Because this is an advanced-level workshop, attendees should understand U.S. domestic and international defense acquisition. This course targets positions of responsibility in international, or potentially international, programs ranging from simple data exchange agreements to complex cooperative development, production, and support programs.

Note: Due to security restrictions, allied students are ineligible to attend under most circumstances.

Prerequisite: None

Length: 5 class days

Method of Delivery: Resident

PDS Code: PAL

PMT 305

PROGRAM MANAGER'S SKILLS (ACAT III PROGRAMS)

During the Program Manager's Skills course, students assess their program and personal skills, update their functional knowledge, and examine lessons learned from recent programs. PMT 305 focuses on the use of the survival skills necessary to manage a DoD acquisition program effectively.

Objectives: Students who successfully complete this course will be able to:

- identify the top five issues they will face during their first 6 to 12 months as a program manager;
- create a plan, including resources and metrics, to address those issues; and
- understand how the current acquisition system operates and know how to operate effectively within it.

Who Should Attend: This assignment-specific course is for Acquisition Category (ACAT) III program/project managers and their deputies. Allied and industry students are encouraged to attend on a space-available basis.

Prerequisite: PMT 302

Length: 10 class days

Method of Delivery: Resident

PDS Code: BU8



PMT 352

PROGRAM MANAGEMENT OFFICE COURSE

As a follow-on to ACQ 201 and PMT 250, the Program Management Office Course is the Level III certification course in the Program Management (PM) career field. It is designed to train Level II qualified students to be effective PM Level III leaders by providing analysis, synthesis, and evaluative skills needed in a program office. This hybrid course consists of 50 hours of Distance Learning taken over 60 calendar days, followed by 6 weeks of classroom work. PMT 352A focuses on key PMO knowledge and skills not covered in the prerequisite courses; 352B features scenario-based practical exercises.

Objectives: Students who successfully complete this course will be able to:

- lead and contribute to effective teams in a DoD Program Management Office (PMO);
- apply critical-thinking and problem-solving skills to system acquisition problems throughout the life cycle of a defense program;
- understand, analyze, and develop solutions to cost, schedule, and performance issues faced in program management; and
- evaluate the tradeoffs in program decisions in compliance with DoD 5000 Series directives.

Who Should Attend: Target attendees are civilians, GS-13/14, and military officers, O-4/O-5, in the PM career field. Level III personnel in other career fields desiring to take PMT 352 for Level III PM certification must either take PMT 250 first or obtain credit for that course by passing an equivalency exam. Personnel who were certified Level II in PM prior to 1 October 2001 and who want to take PMT 352 must meet the same criteria. Students may apply for an exam by selecting the correct category at <http://www.dau.mil/registrar/apply.asp>. Once you reach the registration site, click on "Prepare Applications."

Prerequisites: ACQ 201 and PMT 250

Length: PMT 352A – 60 calendar days; PMT 352B – 6 weeks in the classroom

Method of Delivery: Hybrid of Distance Learning and Resident – See "Online Courses," page 12.

PDS Code: BZG

PMT 401

THE PROGRAM MANAGER'S COURSE

The Program Manager's Course is an intense, highly integrated 10-week case-study-based learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work and interaction with peers. Course content will rely upon challenges, problems, and dilemmas derived from extensive current interviews with Program Managers (PMs), Program Executive Officers (PEOs) and other stakeholders. The dilemmas will be those that course graduates can expect to confront when they return to their workplace. This course is required for ACAT I, II, and IA PMs and Deputy PMs.

Objectives: Learners who successfully complete this course will be able to:

- apply critical thinking when confronted by problems and dilemmas on a day-to-day basis;
- lead and integrate disparate functional groups and develop a cohesive team capable of coping with the complex problems that are common to PM offices and PEOs; and
- identify and apply best business practices to achieve win-win relationships with their industry partners.

Who Should Attend: This course is designed expressly for specially selected, Level III certified members of the Acquisition Workforce who have the motivation and capability to become leaders of major acquisition programs, integrated product teams, and SYSCOM/MAJCOM divisions. Attendees must be O-5/GS-14 or above with extensive experience in acquisition, including 4 years in, or in direct support of, a PMO.

Prerequisite: Prerequisites are being determined.

Security Clearance: A SECRET security clearance is required.

Length: 10 Weeks

Method of Delivery: Resident

PDS Code: PGN

Note: This course will be piloted in FY 2002 and offered in FY 2003.

PMT 402

EXECUTIVE PROGRAM MANAGER'S COURSE (FORMERLY PMT 303)

This is an assignment-specific course designed to meet the learning and performance needs of newly selected Program Executive Officers (PEOs), Deputy PEOs (DPEOs), and Acquisition Category (ACAT) I (ID/IC and IAM/IAC) and II Program Managers (PMs)/Deputy Program Managers (DPMs). Skills and behaviors are developed through a concentrated 4-week period preceded by approximately 60 days of self-assessment and assessment of your program and program office.

Objectives: Students who successfully complete this course will be able to:

- complete a comprehensive assessment of their programs, program offices, and of themselves;
- identify program and program office issues;
- fill knowledge needs and work issues; and
- develop a plan of action to better manage their programs, program offices, and professional development.

Who Should Attend: This assignment-specific course is statutorily required for newly selected PEOs, DPEOs, and ACAT I (ID/IC and IAM/IAC) and II PMs/DPMs prior to assuming the position. Allied and industry students are eligible to attend on a space-available basis.

Prerequisites: PMT 302 or 352 and PMT 401

Length: PMT 402A – 2-day Resident workshop; PMT 402B – 20 class days

Method of Delivery: Resident

PDS Code: AH2



PQM 101

PRODUCTION, QUALITY AND MANUFACTURING FUNDAMENTALS

Production, Quality and Manufacturing Fundamentals is an entry-level course that emphasizes basic production, manufacturing and quality assurance principles, policies, processes, and practices used in DoD. It exposes participants to manufacturing and quality scheduling and control techniques and to production surveillance activities.

Objectives: Students who successfully complete this course will be able to:

- understand the multifunctional roles inherent in this career field; and
- describe manufacturing and quality processes, scheduling and control techniques, and various quality and production surveillance activities.

Who Should Attend: This course is for industrial specialists, industrial engineers, quality assurance specialists, production officers, production specialists, contract administrators, and others involved with and responsible for production and quality.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: BU2



PQM 103

DEFENSE SPECIFICATION MANAGEMENT

Defense Specification Management covers DoD policies and procedures for the development, management, and use of nongovernment standards, commercial item descriptions, specifications, and standards. Emphasis is placed on the use of interoperability, market research, commercial/nondevelopmental item alternatives, performance specifications, International Standardization Agreements, and the Single Process Initiative.

Objectives: Students who successfully complete this course will be able to:

- use DoD policy for stating performance-based requirements;
- develop requirements documents that promote the use of commercial products and practices;
- use market research in creating new documents and revising existing documents that support acquisitions;
- apply DoD policy in managing standardization documents; and
- develop and apply standardization documents to meet essential user needs at best value to the government.

Who Should Attend: This assignment-specific course is designed for DoD acquisition personnel actively involved in the development or management of specifications, standards, handbooks, commercial item descriptions, or nongovernment standards.

Prerequisite: None

Recommended: ACQ 101

Length: 8-1/2 class days

Method of Delivery: Resident/Onsite

PDS Code: BAP



PQM 104

SPECIFICATION SELECTION AND APPLICATION

The Specification Selection and Application course provides instruction on the appropriate selection and correct application of nongovernment standards, commercial item descriptions, specifications, standards, and related documents in the acquisition process. Emphasis is placed on current acquisition initiatives, such as interoperability, for the proper use of documents.

Objectives: Students who successfully complete this course will be able to:

- support DoD objectives, policies, and procedures for the proper use of standardization documents;
- implement the criteria for selection of the type of acquisition document; and
- know the tools available, including market research, for making standardization decisions.

Who Should Attend: This assignment-specific course is designed for personnel who are involved in setting requirements and making standardization decisions or for those who use specifications and standards but are not actively involved in the development or management of requirements documentation.

Prerequisite: None

Length: 2 class days

Method of Delivery: Resident/Onsite

PDS Code: PGH



PQM 201

INTERMEDIATE PRODUCTION, QUALITY AND MANUFACTURING

This journeyman-level course exposes students to manufacturing and quality processes, production scheduling and control techniques, surveillance activities, and systems-level production and quality planning. Course content includes the contracting aspects of the job, planning for manufacturing and quality, technology and quality assurance issues, material control, and continuous improvement techniques.

Objectives: Students who successfully complete this course will be able to:

- apply production and quality requirements of the Federal Acquisition Regulation (FAR) and Defense FAR Supplement (DFARS);
- review integrated management plans for manufacturing and quality requirements;
- provide guidance to contracting officers on the technical aspects of cost estimating, activity-based costing, and physical progress reviews;
- assess the effectiveness of quality assurance and manufacturing systems; and
- apply various tools and techniques to solve quality and production issues and relate their output to process performance.

Who Should Attend: This course is required for Level II certification of production, quality, and manufacturing management personnel; it is also for production, quality, or engineering personnel providing pre- or post-award technical support.

Prerequisites: ACQ 201 and PQM 101

Recommended: At least 2 years of production or quality management experience after Level I certification

Length: PQM 201A – 60 calendar days; PQM 201B – 5 class days

Method of Delivery: Hybrid of Distance Learning and Resident/Onsite – See “Online Courses,” page 12.

PDS Code: BU3

PQM 202

COMMERCIAL AND NONDEVELOPMENTAL ITEM ACQUISITION

The Commercial and Nondevelopmental Item (C/NDI) Acquisition course focuses on tools and techniques for identifying and evaluating C/NDI alternatives throughout the acquisition process. It provides instruction on requirements definition, acquisition strategy development, acquisition, support planning, and the use of multiple award schedules and market acceptability criteria for C/NDI acquisitions.

Objectives: Students who successfully complete this course will be able to:

- employ market research to determine the appropriateness of commercial or nondevelopmental items for satisfying users' needs; and
- plan an acquisition strategy for the management of commercial and nondevelopmental items.

Who Should Attend: This assignment-specific course is designed for acquisition personnel involved in planning and managing the acquisition of commercial and nondevelopmental items.

Prerequisite: None

Recommended: ACQ 101

Length: 2 class days

Method of Delivery: Resident/Onsite

PDS Code: PAM



PQM 203

PREPARATION OF COMMERCIAL ITEM DESCRIPTIONS

This course presents instruction on the preparation and review of commercial item descriptions, including characterization of commercial items, the development and use of market acceptability criteria, and the development of performance-based salient characteristics. Current policy on the use of commercial item descriptions and performance specifications is discussed.

Objectives: Students who successfully complete this course will be able to:

- employ market research to determine the commerciality of an item in accordance with Federal Acquisition Regulation (FAR) Part 2;
- develop a performance requirements document for describing commercially available products suitable for meeting the users' needs; and
- implement DoD policy for the acquisition of commercial items.

Who Should Attend: This assignment-specific course is designed for personnel involved in generating product descriptions for commercial and nondevelopmental items or who are involved in determining the commerciality of an item.

Prerequisite: None

Length: 1 class day

Method of Delivery: Resident/Onsite

PDS Code: PAN



PQM 212

MARKET RESEARCH

The Market Research course defines market research, explains its practical value, and discusses the government mandate to conduct market research. The course addresses the memberships and roles of a market research team, sources of market data, and techniques for the evaluation and documentation of market information.

Objectives: Students who successfully complete this course will be able to:

- plan and conduct market surveillance within a commodity or technical area; and
- plan and conduct a market investigation for a specific acquisition requirement.

Who Should Attend: This assignment-specific course is designed for acquisition personnel involved in developing acquisition requirements, conducting tradeoff evaluations with users, or determining the commerciality of supplies or services.

Prerequisite: None

Recommended: ACQ 101

Length: 2 class days

Method of Delivery: Resident/Onsite

PDS Code: PGK



PQM 301

ADVANCED PRODUCTION, QUALITY AND MANUFACTURING

This course is structured around an integrated product development, concurrent engineering acquisition philosophy prescribed in DoD Directive 5000.1 and DoD 5000.2-R. During PQM 301, decision-making issues relevant to successfully managing three core technical tasks in DoD acquisition – systems and process development, manufacturing, and product quality management – will be investigated.

Objectives: Students who successfully complete this course will be able to:

- evaluate modern distributed manufacturing management practices;
- fully understand the use and application of best manufacturing practices, such as supply-chain management, e-manufacturing, and lean manufacturing;
- use case studies, discussions, and class exercises to apply basic design of experiments, modeling and simulation, quality function deployment, statistical process control, six sigma, and design-build principles; and
- understand the use of DoD electronic commerce policy and information technology to leverage the integrated digital environment to support technical and business operations.

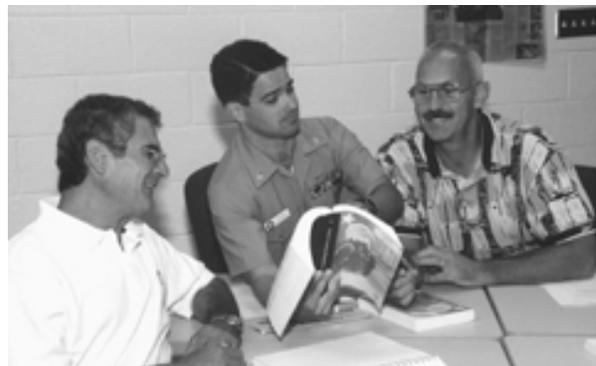
Who Should Attend: This class is for civilians, GS-13 and above, and military officers, O-3 to O-6.

Prerequisite: PQM 201

Length: 10 class days

Method of Delivery: Resident

PDS Code: HV2



SAM 101

BASIC SOFTWARE ACQUISITION MANAGEMENT

Basic Software Acquisition Management covers software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life-cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as “best practices” for the management of software-intensive systems are also reviewed.

Objectives: Students who successfully complete this course will be able to:

- define software acquisition management specific terms and concepts;
- recognize software development models, paradigms, and strategies appropriate for use in software-intensive acquisitions; and
- reference information sources of software acquisition management policies, standards, and best practices.

Who Should Attend: This assignment-specific course is open to all military officers, O-1 through O-3, and DoD civilians, GS-9 and below, working in, or selected for, software acquisition management positions. This course is mandatory for those serving in Level I acquisition positions whose duties include software acquisition management. Additionally, it is an excellent introductory course for personnel of any rank/grade or acquisition career field level who are involved in the management of a DoD software-intensive system.

Prerequisite: ACQ 101 (waived for Level II or Level III certified personnel)

Length: This is a nonresident, self-paced course available through the Internet. Students must pass the final examination within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: JHB

SAM 201

INTERMEDIATE SOFTWARE ACQUISITION MANAGEMENT

Using in-depth integrated product team-based case studies, labs, and exercises, supplemented by lecture and group discussion, students learn how to manage DoD software-intensive systems. They also learn to apply a variety of real-world software acquisition management “best practices.” Topics include requirements management, architectures, cost estimation, vendor qualification, metrics, process maturity, quality, testing, and more.

Objectives: Students who successfully complete this course will be able to:

- apply acquisition strategies used for software and software-intensive systems;
- evaluate factors related to software architecture and systems architecture;
- perform domain analysis on a software-intensive system acquisition,
- assess program software life-cycle planning and test program planning factors;
- apply requirements management and risk mitigation;
- illustrate the value of modeling and simulation in requirements analysis; and
- analyze software performance measures.

Who Should Attend: This assignment-specific course is open to all military officers, O-3 through O-5, and DoD civilians, GS-9 through GS-12, working in, or selected for, software acquisition management positions. This course is mandatory for those who serve in Level II acquisition positions and who have duties that include software acquisition management.

Prerequisites: ACQ 201 and SAM 101

Length: 10 class days

Method of Delivery: Hybrid of Distance Learning and Resident/Onsite – See “Online Courses,” page 12.

PDS Code: JHC

SAM 301

ADVANCED SOFTWARE ACQUISITION MANAGEMENT

Advanced Software Acquisition Management is the capstone course in the DAU Software Acquisition Management sequence. This seminar-based course is for senior personnel who acquire, engineer, test, and evaluate DoD software-intensive systems. SAM 301 is also for Acquisition professionals interested in gaining a comprehensive insight into the risks and issues associated with developing and implementing complex DoD software systems.

Objectives: Students who successfully complete this course will be able to:

- analyze the causes of cost, schedule, and performance problems in large software efforts;
- examine differences between commercial software acquisition efforts and DoD efforts;
- develop an ability to recognize and selectively adopt commercial practices;
- understand the organizational and cultural dynamics of program offices and software development teams;
- evaluate the suitability of alternative organization structures, including integrated product teams;
- evaluate and select software metrics that will provide insight into program status and facilitate early detection of potential problems; and
- assess Federal and DoD Acquisition Reform movements and incorporate new policies.

Who Should Attend: This assignment-specific course is required for software acquisition personnel who serve in the software acquisition field as Level III managers or technical experts. Civilians, GS/GM 13 to 15, and military officers, O-4 to O-6, are appropriate.

Prerequisite: SAM 201

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: BU9

SYS 201

INTERMEDIATE SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

This course covers the steps in the systems engineering process. Specific techniques are introduced, including systems engineering management planning and tools. Special emphasis is placed on the characteristics of a system. Practical exercises and case studies reinforce comprehension, adaptation, and application of procedures.

Objectives: Students who successfully complete this course will be able to:

- initiate, execute, and monitor science and engineering acquisition activities;
- assist in the integration of technical activities performed by multiple agencies to ensure the technical integrity of the operational system;
- execute and evaluate the technical development activities proposed by industry sources; and
- cooperate in a multifunctional, synergistic environment.

Who Should Attend: This course is required for Level II certified personnel in the Systems Planning, Research, Development and Engineering career field.

Prerequisite: ACQ 201

Length: SYS 201A – 60 calendar days; SYS 201B – 5 class days

Method of Delivery: Hybrid of Distance Learning and Resident/Onsite – See “Online Courses,” page 12.

PDS Code: BE2



SYS 301

ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT AND ENGINEERING

Designed for senior DoD acquisition personnel, this course emphasizes an understanding of science, technology, and the systems engineering processes throughout a system's life cycle by using relevant case studies and exercises involving all acquisition phases and milestones. Participants employ the proven principles and tools of systems engineering requirements analyses, risk management, technical performance measures, tradeoff analyses, configuration and data management, and technical reviews. Advanced tools, such as integrated product teams, modeling and simulation, and open systems architectures, further facilitate managing the developing system.

Objectives: Students who successfully complete this course will be better able to:

- analyze and solve senior-level technical problems;
- forecast cost, schedule, performance, and risk issues across the acquisition life cycle;
- integrate program office activities; and
- manage technology obsolescence, advanced technology tools, and Acquisition Reform implementation.

Who Should Attend: This course is for DoD civilians, GS-13 and above, and military officers, O-3 to O-6, who are Level II certified in the Systems Planning, Research, Development and Engineering (SPRD&E) career field. Equivalent industry acquisition managers are also eligible. The course is mandatory for Level III certification in the SPRD&E career field.

Prerequisite: SYS 201

Length: 10 class days

Method of Delivery: Resident/Onsite

PDS Code: HV1



TST 101

INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION

Emphasizing the basic test and evaluation principles, policies, and practices used by the DoD, TST 101 introduces students to the relationship of Test and Evaluation (T&E) to other systems acquisition disciplines and program management. The types of testing covered include developmental, operational, and live-fire.

Objectives: Students who successfully complete this course will be able to:

- capably interact with program managers regarding T&E issues and will be better able to effectively function within the acquisition process;
- thoroughly understand T&E's role as a feedback mechanism and management tool for the design/engineering/development process; and
- understand the DoD's T&E process and the Test & Evaluation Master Plan (TEMP).

Who Should Attend: This course is designed for engineers and project management personnel who have had at least 1 year of acquisition experience, including civilians, GS-5 to GS-9, and their military equivalents.

Prerequisite: ACQ 101

Length: This is a nonresident, self-paced course that is available through the Internet. Students must complete the course within 60 calendar days of the start date.

Method of Delivery: PC

PDS Code: PC5



TST 202

INTERMEDIATE TEST AND EVALUATION

Problem-solving situations are used to engage students in the use of Test and Evaluation (T&E) concepts, principles, and theories. Course topics include the role of T&E in systems acquisition, planning, and experimental design; elements of systems effectiveness and suitability; instrumentation; data collection and management; analysis/evaluation; live-fire software; modeling and simulation; and in alternative acquisitions.

Objectives: Students who successfully complete this course will be able to:

- identify current laws, policy, and guidance for T&E and relate these topics to their own programs;
- identify source documents for system requirements;
- develop T&E objectives and issues;
- apply appropriate tools and techniques for conducting developmental and operational T&E in support of system development;
- identify techniques for designing simple experimental processes; and
- perform elementary analytical procedures on test data.

Who Should Attend: T&E engineers, scientists, operations researchers, computer scientists, other technical personnel, and project organization personnel who have 2 to 4 years of acquisition experience with at least half of their experience in T&E should attend.

Prerequisites: ACQ 201 and TST 101

Length: 7 class days

Method of Delivery: Resident/Onsite

PDS Code: QMI



TST 301

ADVANCED TEST AND EVALUATION

This course is comprised of limited instructor-based lectures to introduce significant current Test and Evaluation (T&E) events. Student-generated issues are used for a video teleconference with Office of the Secretary of Defense (OSD) officials. Group and classroom discussion and presentations include student-generated technology topics, personal wisdom gained, and unresolved challenges.

Objectives: Students who successfully complete this course will be able to:

- generate OSD-level issues and discuss these issues with OSD officials;
- research, prepare, and present newly emerging T&E technology topics;
- use technology, such as the Internet, to easily obtain pertinent T&E information;
- assess the impact of the Press, General Accounting Office, the Congress, and OSD officials on ethics and integrity standards;
- review and analyze real-world, executive-level T&E challenges; and
- constructively apply T&E-related wisdom for use by other T&E executives.

Who Should Attend: This course is for T&E engineers, scientists, operations researchers, computer scientists, other technical personnel, and project organization personnel who have at least 4 to 8 years of acquisition experience, with at least half of that experience in T&E.

Prerequisite: TST 202

Precourse Assignments: Students must satisfactorily complete five prework assignments before being admitted into the Resident portion of this course.

Length: 5 class days

Method of Delivery: Resident/Onsite

PDS Code: QL9

Distance Learning Courses and Continuous Learning Opportunities

DISTANCE LEARNING COURSES

Then exclusively online courses are currently provided by DAU. Seven more courses that are a combination of Distance Learning and Resident training are also offered. These “Hybrid Courses” usually consist of online or correspondence work that is followed by Resident or Onsite

training. Attendance in the classroom portion is dependent on successful completion of the Distance Learning portion.

A list of the courses currently conducted in part or entirely via Distance Learning follows:

ACQ 101 Fundamentals of Systems Acquisition Management
ACQ 201 Intermediate Systems Acquisition
BCF 102 Fundamentals of Earned Value Management
BCF 211 Acquisition Business Management
CON 237 Simplified Acquisition Procedures
IRM 101 Basic Information Systems Acquisition
LOG 101 Acquisition Logistics Fundamentals
LOG 201 Intermediate Acquisition Logistics
LOG 203 Reliability and Maintainability
LOG 235 Reengineering the Product Support Process

PMT 250 Program Management Tools
PMT 352 Program Management Office Course
PQM 101 Production, Quality, and Manufacturing Fundamentals
PQM 201 Intermediate Production, Quality, and Manufacturing
SAM 101 Basic Software Acquisition Management
SYS 201 Intermediate Systems Planning, Research, Development and Engineering
TST 101 Introduction to Acquisition Workforce Test and Evaluation

CONTINUOUS LEARNING OPPORTUNITIES

Currently DAU offers 24 Continuous Learning (CL) opportunities. These include classroom courses and online modules. Information regarding these opportunities can be accessed at the Continuous Learning Center (CLC) Web site, <http://clc.dau.mil>.

Due to the ongoing development of new offerings, check this Web site frequently to see what’s new. A list of CL opportunities that are currently available follows:

Acquisition Reform Training for Contract Specialists
Activity-Based Costing (ABC)
Administering Contracts for Commercial Items
Army Managerial Costing Training Material
COTS Acquisitions for Program Managers
DoD 5000 Tutorial
Earned Value Management System
EEO Block Training
Ethics Block Training
Financial Management
Fiscal Law Tutorial
Fundamentals of the Integrated Product Teams
GSA SmartPay – Purchase Card Program

Information Assurance Block Training
Integrating Commercial Practices through Government Business Practices
Long-Term Contracting
Market Research Training Modules
Performance-Based Service Acquisition
Requirements Generation
Risk Management
Scheduling
Security Block Training
Simplified Acquisition Procedures
Systems Design & Operational Effectiveness (SDOE)

Course Predecessors

Course	Predecessor
ACQ 101	PMT 101, Fundamentals of Systems Acquisition Management – DSMC-26 [BB1]
ACQ 201	PMT 201, Intermediate Systems Acquisition – DSMC-37 [BB6]
BCF 101	BCE 101, Fundamentals of Cost Analysis [Q1A]
BCF 102	BFM 102, Contract Performance Management Fundamentals [Q1B] BCF 202, Intermediate Contractor Performance Measurement [QMK] Contractor Performance Measurement Course – DSMC-6 [QMK]
BCF 103	BFM 201, Systems Acquisition Funds Management [PCW] BCF 201, Systems Acquisition Funds Management – DSMC-9 [PCW]
BCF 204	BCE 204, Intermediate Cost Analysis [Q2B]
BCF 206	BCE 206, Cost Risk Analysis [Q2C]
BCF 207	BCE 207, Economic Analysis [Q2D]
BCF 208	BCE 208, Software Cost Estimating [Q2E]
BCF 209	BFM 209, Selected Acquisition Report [Q2F]
BCF 802	BFM 210, Selected Acquisition Report Review [Q2J]
CON 101	CON 102, Operational Level Contracting Fundamentals [PEC] CON 103, Facilities Contracting Fundamentals [HEI] Management of Defense Acquisition Contracts (Basic) – 8D-4320 [BDQ] Management of Defense Acquisition Contracts (Basic) – CTC-142 [HEI] Central Systems Level Contracting – G30BR6532-010 [PD6] Defense Procurement Management (8D-4320) [BDQ] Central Procurement Officer (G30BR6531-003) Contract Management Officer (G30BR6531-004) Systems/R&D Procurement Officer (G30BR6531-005) R&D Procurement Officer (G30BR6531-006) Contract Management, Systems R&D Officer (G30BR6531-007) Organizational Level Contracting [PEC] Base Procurement Officer (G30BR6531-002) Base Level Contracting (G30BR6531-002)

Course Predecessors (Continued)

Course	Predecessor
CON 104	CON 105, Operational Level Contract Pricing [QNU] CON 106, Facilities Contract Pricing [BDU] Principles of Contract Pricing – QMT-170 [BDR] Defense Cost and Price Analysis/Negotiation – PN [BDU] Base Level Pricing – G30ZR6534-009 [QNU]
CON 202	CON 211, Intermediate Contracting [BDN] CON 221, Intermediate Contract Administration [BDO] CON 222, Operational Level Contract Administration [PDQ] CON 222, Organizational Level Contract Administration [PDQ] CON 223, Intermediate Facilities Contracting [BE4] Management of Defense Acquisition Contracts (Adv) – 8D-F12 [BDN] Contract Administration (Adv) – PPM-304 [BDO] Base Contract Administration – G3ZAR65170-002 [PDQ] Advanced Contract Management (Construction) – CTC-542 [BE4]
CON 204	CON 231, Intermediate Contract Pricing [BU6] Intermediate Cost and Price Analysis – QMT-345 [BCC] Intermediate Pricing – QMT-340 [BCC]
CON 210	CON 201, Government Contract Law [BDP] CON 201(C), Government Contract Law (Construction) [BDP] Government Contract Law – PPM-302 [BDP] Government Contract Law Construction – CTC-302 [BDP] Base Contract Law – G30ZR6534-007 [PDT] AFIT Contract Law 166 [PDW] USAF ECI Correspondence Course 660
CON 232	Contract Overhead Management – PPM-355 [BKA]
CON 236	CON 212, Contractual Aspects of Value Engineering [PAR]
CON 301	Defense Acquisition Contracting Executive Seminar – ER [BB3]
CON 333	CON 311, Executive Pre-award Contracting [BCL] CON 321, Executive Contract Administration [BCM] Management of Defense Acquisition Contracts (Exec) – ALMC-B5 [BCL] Contract Administration, Executive – PPM-057 [BCM]

Course Predecessors (Continued)

Course	Predecessor
IND 101	Industrial Contract Property Administration – PPM-151 [PDM]
IND 102	Defense Contract Property Disposition – ALMC-TY [PDO]
IND 103	Defense Contract Property System Analysis – PPM-251 [BRL]
IND 201	Advanced Contract Property Administration – PPM-300 [PDN] Advanced Industrial Property Manager AFIT Contract Law 166 [PDW] USAF ECI Correspondence Course 660
IND 202	Executive Contract Property Management Seminar – PPM-077 [BRM]
IRM 303	IRM 301, Information Technology Procurement Strategies [Q07] IRM 302, Information Technology Advanced Management Program [BA0] AIS Procurement Strategies – PPS [Q07] Advanced Management Program – AMP [BA0]
LOG 201	Acquisition Logistics – AFIT – SYS-225 [JQH] ILS Advanced Course – ALMC-IT [JR3] Management of Acquisition Logistics – DSMC-24 [BCU]
LOG 203	Reliability and Maintainability Executive Overview – QMT-020 [AKA] Reliability and Maintainability Overview – 8A-F30 [QMC]
LOG 204	Introduction to Configuration Management – SYS-028 [QMB] Configuration Management – AMEC-12 [QNJ] Configuration Management – SUP-CM [QNI]
LOG 205	Provisioning Management – LOG 260 [QM7] Army Provisioning Process – ALMC-AH [QBQ]
PMT 302	PMT 301, Program Management Course [BBW] Program Management Course – DSMC-3 [BBW]
PQM 101	PRD 101, Production Management Fundamentals [JQX] QUA 101, Quality Assurance Fundamentals – AMEC-210 [BCS] DoD In-Plant – QA-S89 [QAN]
PQM 103	SPE 101, Defense Specification Management Course – ALMC 8D-F1 [BAP]

Course Predecessors (Continued)

Course	Predecessor
PQM 104	PQM 104, Defense Specification User's Course [PAH] SPE 102, Specifications in the Defense Acquisition Process – ALMC-DU [PAH]
PQM 201	PRD 201, Intermediate Production Management [JQY] QUA 201, Intermediate Quality Assurance – ALMC-QC [BCR] Defense Manufacturing Management Course – DSMC-13 [BD2] DoD Acquisition Quality Assurance [BCR] Production Management II – PPM-305 [JQY] Statistical Process Control – S81 [QCZ]
PQM 301	PRD 301, Defense Acquisition Engineering, Manufacturing, and Quality Assurance – DSMC-38 [BRK]
SYS 201	Systems Engineering Management Course – DMSC-28 [BE2] Systems Engineering – A-F7 [BE2]
TST 202	TST 201, Test and Evaluation Management – DSMC-11 [BE3] T&E Management Course – DSMC-11 [BE3]