

## ADMINISTRATION / INVESTMENT COURSES

### ***Course Title: Utilizing the Benefits Of Public-Private Partnerships***

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Course Duration: 5days

**Course Code : 644**

#### **Course Introduction:**

This course provides an introduction to the role of public-private partnerships in economy development and planning. The goal of this training is to establish a common vocabulary for public sector agencies and private sector organizations interested in utilizing partnerships to improve response, recovery, and resilience.

#### **Course Objectives:**

Upon completing this course, you will be able to:

- Describe the importance of public-private partnerships to economy development and planning.
- Identify roles and responsibilities in public-private partnerships.
- Identify how to establish and sustain partnerships by communicating a common mission.

#### **Who should Attend :**

**State and local emergency** management professionals and planners; personnel from response agencies; personnel from Federal, State, local, and Tribal government agencies that may participate in continuity planning efforts; members of public-private partnerships of collaborative relationships; and representatives from private-sector organizations involved in emergency management and/or continuity planning, and response actions.

#### **Course Content**

Welcome to the course *Privatisation and Public-Private Partnerships*. We hope that you will find the course stimulating and useful.

When you have completed this course, you will be able to:

- Discuss The Variety Of Experiences Of Privatisation In A Wide Range Of Sectors And Countries
- Judge The Desirability Of Privatisation In Different Circumstances
- Advise On Appropriate Methods Of Privatisation For Different Policy Objectives
- Evaluate The Results Of Privatisation
- Advise On Contractual Arrangements Between Governments And Private And Voluntary Sector Service Providers
- explain public-private partnerships (PPPs), how they can be organised to produce value for money and the potential pitfalls
- make a judgement on the future of the relationship between the public and private sectors.

The course covers a very contentious area of public policy and management. There are technical arguments about the effects of policy but also beliefs that are strongly held by politicians, managers, workers, consumers and citizens about the policy and about the details of its implementation.

### **The Course Content**

#### **Module 1 Introduction to Privatisation in a developing economy**

- 1.1 Introduction
- 1.2 Why Privatised?
- 1.3 Scale and Methods of Privatisation in western Countries
- 1.4 Privatisation in Africa
- 1.5 Conclusions

#### **Module 2: Scale and Methods of Privatisation in Africa, Latin America and Asia**

- 2.1 Sub-Saharan Africa
- 2.2 Latin America
- 2.3 Asia
- 2.4 Conditionality and Privatisation
- 2.5 Rwanda – a Case Study

#### **Module 3 : Impact of Privatisation**

- 3.1 Introduction
- 3.2 Africa
- 3.3 Enterprise Performance
- 3.4 Impact on Employment
- 3.5 A World Bank View
- 3.6 Conclusions

#### **Module 4: Case Studies in Privatisation**

- 4.1 Introduction
- 4.2 Case 1: Large-Scale Privatisation in Russia
- 4.3 Case 2: Privatisation of British Rail in the United Kingdom
- 4.4 Case 3: Kenya Airways
- 4.5 Case 4: City Water Tanzania
- 4.6 Conclusions
- 4.7 Feedback on the Case Studies

#### **Module 5: Outsourcing, Contracting and Competition**

- 5.1 The Argument and Counter-Arguments for Contracting out Public Services
- 5.2 New Institutional Economics
- 5.3 Solutions to 'Bounded Rationality'

***Course Title: Understanding The Tenets Of Long Term Infrastructure Projects With Private Participation,” (Cost Benefit Analysis)***

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**Course Code:1009**

**Course Duration:5days**

**Course Introduction:**

This training program concentrates specifically on cost-benefit analysis of PPP projects, Including financial and economic appraisal and risk analysis  
It is Aimed at enhancing the technical skills of those working in PPP projects, evaluation and appraisal as well as any governmental organization that encourages the infiltration of local and foriegn investors in building and developing its economy.

**Course Objective:**

This Training program is aimed at enhancing the technical skills of those working or involved directly or remotly in PPP projects evaluation and appraisal it also allows for a general knowledge and know how on the subject matter.

At the end of this training program it is guaranteed that each participant would have a greater understanding of the government and private sector roles in infrastructure investment, and a more complete picture of stakeholder interests as well as the ongoing evolution of governments' role in infrastructure provision, no longer pouring concrete but now designing contracts, which requires properly equipped and trained civil servants who understand the role of the private sector in fulfilling governments' development mandate.

The workshop's focuses on adequate scrutiny of projects - is the project financially viable and economically sound? - was designed with the future in mind, we desire public-private partnerships movement combined to create a win-win dynamic for infrastructure development in Africa.

**Course Content:**

**Module One: Theoretical Underpinnings of Cost-Benefit Analysis**

- The theoretical underpinnings of a cost-benefit analysis approach to investment appraisal and risk analysis
- Concepts and theories, beginning with cost-benefit instrumentality,
- Project cycle, stages in project appraisal and approval, distribution and risk analysis.
- The fundamentals of micro-economics for economic evaluation.
- principles underlying economic analysis of projects
- the economic opportunity cost of capital,
- The economic evaluation of project outputs in non-competitive markets,
- The economic cost of foreign exchange and shadow prices of non-tradable outlays.

**Module Two: Cost-Benefit Analysis and Project Finance Best Practice**

- practical sessions which will largely involved computer laboratory work on financial modelling
- An analysis of the costs and benefits of public/private investments,
- Definitional work on private participation in infrastructure (PPI) and the public sector comparator (PSC).
- Examine the interests of the public sector vs. The private sector in doing PPP's,
- Project finance and managing project risks, definitions, structures, and types of contracts, and loan agreements.
- Prepared presentations on two fictional case studies drawn from real-life examples, on economic and stakeholder analysis of a water project and a financial and sensitivity analysis of an electricity generation project

**Module Three: Financial and Economic Analysis, Risk, and Stakeholder Concerns**

- Transportation investment.
- Analyze the supply price of labour, which will look at financing units, exchange rates, and toll design.
- The concept of cost effectiveness and cost-utility analysis using a cost-effectiveness analysis (CEA).
- The concept of risk and how to introduce the subtleties of risk into a cost-benefit analysis.
- Understanding the expected value of a project's outcome, with the outcome seen as a time series of probability distributions of expected value.
- Managing contingent liabilities and fiscal risk, in terms of managing and reducing government risk exposure.

*Course Title: Setting The Standard For Global Trade  
Infiltration*

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**Course Duration: 5days**

**Course Code: 1010**

**Course Introduction:**

This course has been designed for both **current and prospective professionals in the import and export industry building zones**, or for individuals responsible for the import or export component of their business or presonell that work with free trade zones establishments in governmental organizations.

More specifically, the course has been designed for import and export managers and staff; shipping managers and staff; sales managers operating in international markets; forwarding representatives and sales staff; buyers and procurement managers and anyone else with an interest in import and export management.

**Course Objective:**

- Learn all facets of **import and export management**
- Understand the **global trade environment** and international trade agreements,

**Course Outline:**

- Module 1** Global trade environment
- Module 2** Global monetary links
- Module 3** Cultural factors in international buying and selling
- Module 4** international trade
- Module 5** International marketing and sourcing
- Module 6** International transport and the movement of goods
- Module 8** Financial risk management
- Module 9** Export costing and payment
- Module 10** Import and export documentation and legal procedures
- Module 11** Legal aspects of international trade and effective international agents and traders

**Course Title:***Practical Analysis On Project Management*

**Course Duration:** 5 Days

**Course Code:** 1119

**Course Introduction:**

The course is suitable for **anyone who wants to acquire project management skills**. More specifically, it is beneficial for managers, supervisors, team members, entrepreneurs and small-business owners who are responsible for task completion. Personal assistants, secretaries and administrators who work on projects will also benefit greatly from this course.

**Course Objective:**

- Gain the practical skills and knowledge to **manage projects successfully**
- Learn how to **run projects on time and within budget** and how to use the most popular project administration tools and techniques

**Course Outline:**

- Module 1** Introduction to project administration
- Module 2** Define the project
- Module 3** Risk management
- Module 4** Work breakdown structure
- Module 5** Realistic scheduling and accurate estimating

- Module 6** Understanding cost, schedule and quality
- Module 7** Selecting a project team
- Module 8** Clear communication among project stakeholders
- Module 9** Measuring progress and solving common project problems
- Module 10** Advancing your practice of project administration

*Course Title : Coporate Internet Synch*

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**Course Duration : 3-5 days**  
**Course Code: 9006**

**Course Introduction:**

The course is suitable for anyone who wants to acquire internet promotional skills. More specifically, it benefits IT marketing/PR and media professionals in small, medium and large businesses/ organizations as well as small-business owners and entrepreneurs. Anyone involved in the PR function will benefit from an understanding of internet marketing concepts and how they relate to promoting the functions of their organisations. Specialist e-Marketing professionals will also benefit from a broad education on the subject of internet marketing.

**Course Objective:**

- Understand the internet marketing landscape and how to reach your target audience by using tried and tested internet marketing tactics
- Gain the skills and confidence to implement coporate online marketing tactics and strategiess

**Course Outline:**

- Module 1 Introduction to internet marketing
- Module 2 Website design and development
- Module 3 Web analytics
- Module 4 Search engine optimisation
- Module 5 Online copywriting and web PR
- Module 6 Online advertising, PPC and conversion optimisation

- Module 7 Social media and viral marketing
- Module 8 Email marketing
- Module 9 Mobile marketing
- Module 10 Internet marketing strategy

***Course Title: Effective People Management***

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**Course Duration:3 Days**  
**Course Code:1020**

**Course Introduction**

This course is ideal for anyone who currently holds or aspires to hold a management position in an organisation. This includes both new and existing managers, small-business owners, HR managers, junior managers, foremen, line managers, supervisors, team leaders and project managers.

**Course Objective:**

- Learn to deal with the complexities of people management with confidence
  - Gain practical and broad insight into managing the human resources of an organization
  - Understand the relevant labour laws so that you can manage any issues
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**Course Outline :**

- Module 1 Introduction to managing people
- Module 2 Leadership styles and strategies
- Module 3 Planning and recruitment
- Module 4 Motivating and retaining staff
- Module 5 Team dynamics
- Module 6 Performance management and rewards
- Module 7 Training, development and learning
- Module 8 Managing and resolving disputes

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***Course Title: Coporate Coaching And Mentoring***

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**Course Duration; 3 Days**  
**Course Module: 1015**

**Course Introduction:**

The course is suitable for anyone interested in developing their executive and corporate coaching skills. More specifically, it is beneficial for existing and prospective corporate coaches, company leaders, executives, business owners and entrepreneurs across industry.

The course will also benefit professionals in the fields of HR, social work, counselling and psychology wanting to gain a better understanding of coaching.

**Course Objective:**

- Develop and build your confidence, awareness and competence as a coaching consultant or internal leader.
- Gain the knowledge and practical experience to develop your coaching practice

**Course Outline :**

- Module 1 Introduction to corporate coaching
- Module 2 Understanding clients, sponsors and stakeholders
- Module 3 Building relationships and setting goals
- Module 4 Assessment, feedback and development planning
- Module 5 The importance of dialogue and storytelling
- Module 6 The coaching partnership
- Module 7 Coaching for leadership
- Module 8 Catering for differences
- Module 9 Being an internal coach
- Module 10 Closure of the coaching engagement
- Module 11 Professionalism and responsibility
- Module 12 Putting it all together

***Course Title: Operations Management***

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**Course Code: 1129**

**Course Duration : 3-5 Days**

**Course Introduction:**

This course is suitable for anyone who wants to acquire or sharpen their skills in the area of operations management. More specifically, this course is designed for current operations managers, logistics managers, supply chain managers, project managers, customer service managers and line managers. The content is also relevant to business owners, general managers, entrepreneurs and those who occasionally need to oversee operations as part of their job.

**Course Objective:**

- **Understand operations management in its organizational and managerial context**
- **Learn the best-practice approach to operations and systems thinking, strategising and planning**

**Course Outline:**

**Module 1 Introduction to operations and systems thinking**

**Module 2 Process types, management and measurement**

**Module 3 Location and capacity management**

**Module 4 Forecasting and financial controls**

**Module 5 Organising and managing people**

**Module 6 Production and service planning**

**Module 7 Project management**

**Module 8 Inventory and supply chain management**

**Module 9 Quality management**

**Module 10 Operations strategy and lean thinking**

*Course Title: Strategies Applicable To Public Relations*

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**Course Duration: 3-5Days**

**Course Code :1212**

**Course Introduction:**

The course is suitable for anyone who wants to acquire or sharpen their public relations skills. This includes current and aspiring PR professionals, marketing professionals, marketing managers, communications managers, social media managers, brand managers, publicists, entrepreneurs and business owners.

**Course Objective:**

- Understand the changing role of a **public relations professional**

- Learn to utilize both traditional and new media tools to communicate with stakeholders and **manage your company's/ organizations public image**

**Course Outline:**

**Module 1** Introduction to public relations

**Module 2** Managing relationships with stakeholders

**Module 3** Content creation and management

**Module 4** Building valuable relationships

**Module 5** Online public relations (Web PR)

**Module 6** Public relations and social media

**Module 7** Public relations activities and events

**Module 8** Crisis and brand management

**Module 9** Measuring, tracking and evaluating public relations activities

**Module 10** Creating a public relations plan (PR plan)

***Course Title : Sustainable Urban Land Use Planning***

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**Course Duration : 5 days**

**Course code 1008**

**Course Introduction:**

Urbanization is the defining global phenomenon of this century. For the first time in history, more than half of the world's population lives in urban areas. Between 2000 and 2030, in developing countries, the urban population is expected to double, and the entire built-up area is projected to triple if current trends continue. This rapid demographic and spatial transformation will be difficult for cities in developing countries to cope with, especially small- and medium-sized cities, where capacity is typically inadequate to manage major urban challenges, i.e. climate change, resource scarcity, increased poverty and informality, and safety and security concerns.

Urban land use planning if led by well-informed policies based on sustainable development principles and supported by well-planned and well-managed initiatives and investments, can help address these challenges.

### **Course Objective**

- The objective of this learning program is to help participants :
- understand the dynamics of urban land use in a functional and integrated way.
- demonstrates how to effectively utilize policies and planning instruments for
- tools to managing urban growth and achieving sustainable, equitable and efficient results.

### **Course Outline:**

The course is composed of the following modules:

- Understanding How Land Use Planning Contributes to Sustainable Urban Development;
- Institutions, Polices and Tools for Effective Land Use Planning;
- How to Integrate Land Use Planning and Infrastructure;
- How to Manage Growth in Peri-Urban Areas;
- How to Promote Local Economic Development through Land Use Planning;
- Social Equity and Land Use Planning; and
- Climate Change and Land Use Planning.

### **Practical features**

- **Case studies** illustrating good practices in sustainable land use planning from around the world.
- Links are provided to other relevant wbi e-learning products,
- Course packs on slum upgrading, street addressing, safe and resilient cities, and cities and climate change

## ***THE GLOBAL TRADE DYNAMICS***

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**Course Duration : 5 -10 days**

**Course code 1008**

### **Course Introduction:**

This introductory course provides a practical overview of global trade.

### **Course Objectives**

Upon completion you will have developed a good foundational understanding of the mechanisms, dynamics and key issues around international trade, commercial considerations in the pursuit of business across borders, and the linkages between trades, financing and international development.

### **Course outline**

- ❖ Module 1  
Understanding International Trade
- ❖ Module 2  
Market Selection, Entry and Development
- ❖ Module 3  
PESTE Dimensions in Global Trade
- ❖ Module 4  
Linking Trade, Banking and Finance
- ❖ Module 5  
Financing as a Key Enabler of Trade
- ❖ Module 6  
Payment, Financing, Risk Mitigation and Information Flow in Trade
- ❖ Module 7  
Transaction Lifecycles, Cash flow and Working Capital
- ❖ Module 8  
Legal Traditions, Jurisdictions and Dispute Resolution
- ❖ Module 9  
Looking Ahead: Evolution of the Global Trade Environment
- ❖ Module 10  
Assessment

**Course Duration : 3-10 days**

**Course code 1008**

**Course Introduction:**

Managing Trade Operations will provide field officers with an overview of the key responsibilities of Trade Operations management. It will describe the range of skills required for long term success, practical monitoring intelligence to ensure continued improvement & efficiency of the trading zones operational processes,

**Course outline:**

- Module 1  
Production Management Overview
- Module 2  
Process Management Overview
- Module 3  
Implementation
- Module 4  
Risk and Fraud Management
- Module 5  
Human Resources – Skills and Motivation
- Module 6  
Customer Service – Logistics and Support
- Module 7  
Case Study

**GLOBAL TRADE BUSINESS FEASIBILITY STUDY POINTERS**

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**Course Duration : 2 days**

**Course code 1008**

**Course overview:**

This course will begin by describing why many organizations begin their international operations reactively as a response to various economic or political factors. We will be discussing three key themes.

### Course outline

- Successfully adapting a strategy in foreign markets,
- Business failures due to miscommunication from cultural differences
- Understanding the evolving nature of fair trade in today's global marketplace.
- Integration of information and communication technologies (ICTS) into business operations
- Export zones trade Creating new opportunities and challenges for global companies.
- Intellectual property protection
- Techniques to expanding globally via licensing and franchising.

## ***MANAGEMENT: STRATEGIES AND STRUCTURES***

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**Course Duration : 3 days**

**Course code 1008**

### Course overview:

International merchandise transactions are an important and central form of international business. This course begins with a review of the practices and procedures in export sales and the international trade process: from the preparation of a comprehensive sale agreement to the subsidiary agreements required with bankers, transporters and insurers.

This will be followed by an outline of the sequence of events in an international trade transaction, a quick look at the use of each of these key documents, and how the ICC Incoterm Rules play a necessary role in allocating costs and risk involved in trade.

We conclude this course with a statistical summary of world trade, reviewing such data as the world's largest economies, fastest-growing economies, most valuable brands, and largest shipping companies and corporations.

### Course Outline

- ❖ Lesson 1  
Market Entry and Research Strategies
- ❖ Lesson 2  
Cross-Cultural Management and Negotiations
- ❖ Lesson 3  
E-commerce and International Trade: Practice and Policy
- ❖ Lesson 4  
Fair Trade
- ❖ Lesson 5  
Protecting Intellectual Property Internationally
- ❖ Lesson 6  
Expansion, Licensing and Franchising
- ❖ Lesson 7  
Case Study & Assessment section



**INTERNATIONAL TRADE: EXPORT/IMPORT**

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**Course Duration : 1 days**  
**Course code 1008**

**Course outline**

**Lesson 1**

**The International Trade Landscape**

**Lesson 2**

**Phases of an International Trade Transaction and Key Documents**

**Lesson 3**

**International Organizations: UNCITRAL, WTO, ICC and others**

**Lesson 4**

**Case Study & Assessment section**

**THE ECONOMICS OF TRADING EXPORTS IN A GLOBAL MARKET**

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**Course Overview**

International marketing is important for most companies because business has become globalized. Globalization is the growing interdependence of national economies- involving primarily customers, producers, suppliers and governments in different markets. International marketing reflects the trend of firms selling and distributing products and services in many countries around the world.

For many years, the globalization of markets, caused by the convergence of tastes across borders, was thought to result in very large multinational enterprises that could use their advantage in scale economies to introduce world-standardized products successfully. However, the bigger and more open the world economy becomes, the smaller and middle sized companies will dominate.

**This training course will feature**

- How to start or improve the process of expanding business
- The different forms of market entry: exporting, licensing, franchising, foreign direct investment, joint-ventures, strategic alliances
- How to deal with different types of risks (political risk, ownership risk, operating risk, transfer risk)
- Standardization versus adaptation of products and services
- How to adapt pricing, distribution and promotion in foreign markets
- Managerial staffing needs and recruitment

**Course objectives**

**By the end of this training course, participants will be able to:**

- Select the proper entry mode of how to start business operations
- Identify the cultural differences of local/foreign markets
- Determine what foreign countries are the most attractive markets for international export
- Understand the various risk elements that international business entails
- Develop a strategic plan to enter export markets

**Designed For**

**This training course is suitable for a wide range of professionals but will greatly benefit:**

Executives, marketing-and sales managers, strategic planners, operational managers who are responsible for foreign subsidiaries/ joint-ventures or will be asked by their companies to set up free trading zones operations.

## Training Course Outline

Among a range of valuable topics the following will be given high priority:

- The role of culture; customs, language, values and attitudes
  - The political and legal environment
  - Licensing; Advantages and disadvantages.
  - Franchising; Advantages and disadvantages
  - Foreign direct investment
  - Joint ventures and Strategic alliances
  - Mergers, acquisitions
  - The strategic planning process
  - How to adapt pricing policies, distribution and promotion in foreign markets
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- Lesson 2 – Importance of Ethical Advertising
  - Lesson 3 – Ethical Principles relating to Customers
  - Lesson 4 – Ethical Principles relating to Society
  - Lesson 5 – Ethical Principles relating to Competitors
  - Lesson 6 – Digital Marketing
  - Lesson 7 – Conclusion
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- Maximize output and minimize costs and risks by developing products for the international market based on customer specifications and regulations
  - Build a strong local reputation by meeting customers' cultural needs and abiding by all legal and regulatory requirements
  - Stand out from the crowd by developing well-defined and/or customized service offerings
  - Keep your customers happy by addressing the specific needs of your target markets
  - And much more

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## FINANCE AND DATA ANALYSIS

Excel® Workbooks:

Designing for Reliability and Performance

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Course 137 • 3 Days

You Will Learn How To

- Optimize workbook design to increase spreadsheet efficiency
- Ensure the transparency of calculations to reduce spreadsheet risks
- Break down your workbooks into logical components
- Highlight calculation errors with conditional formatting
- Design consistent and uniform workbooks using styles
- Bulletproof workbook data integrity

### Course Benefits

A well-designed Excel workbook ensures confidence in the accuracy and validity of your summaries and reports. In this course, you learn how to design workbooks to reduce

calculation errors and increase reliability. You also gain tips and tricks to improve workbook performance, saving time and increasing productivity.

### **Who Should Attend**

Anyone who designs and uses Excel workbooks. A working knowledge of Excel is assumed.

### **Hands-On Training**

- Enhancing the workbook model with Names
- Making complex calculations manageable
- Maintaining workbook integrity with protection and validation
- Separating workbook models into workflow processes
- Creating a consistent look and feel within the model

### **Course 137 Content**

#### **Identifying Attributes of Well-Designed Workbook Models**

- Transparency
- Linearity
- Validity
- Auditability
- Maintainability
- Consistency
- Reusability
- Extensibility

#### **Enhancing Your Workbook with Effective Design Principles**

##### **Improving consistency and performance**

- Developing maintainable formulas
- Cross-checking the integrity of calculations
- Simplifying nested calculations
- Separating worksheet functionality with Names
- Identifying and highlighting errors and KPIs

##### **Bulletproofing your model**

- Applying styles to ensure uniform numerical format
- Ensuring integrity and validation of worksheets and workbooks
- Making your model more user friendly

## **GOVERNMENT FAC-P/PM**

### **Entry Project Management**

#### **Course 156 • 5 Days**

##### **You Will Learn How To**

- Plan the successful delivery of a small- to medium-sized government project
- Identify project objectives and create a goal statement
- Define project scope and build a work breakdown structure (WBS)
- Determine, sequence and schedule project activities, apply estimation techniques and assess total cost of ownership (TCO)

- Evaluate management and technical decision analysis methods and systems engineering processes
- Analyze test and evaluation (T&E) programs and implement strategies for managing risks/opportunities

**Course Benefits**

Successful project management of government projects requires a broad skill set. Throughout this course, you learn to define project goals, build project plans, and create a WBS to estimate task sequence, schedule tasks and allocate resources. Through a custom-built case study, you gain knowledge of total cost of ownership planning, systems engineering processes, system validation, and integrated logistics support while identifying project risks and opportunities throughout the life cycle.

**Who Should Attend**

Project managers and functional managers accountable for small to moderate government projects. Imperative for any acquisition professional seeking a Level I FAC-P/PM certification.

**Workshop Course**

Through an immersive, simulated case study, you gain practical experience developing and implementing a project management plan for small- to medium-sized projects. Activities include:

- Creating a project goal statement
- Developing a project WBS
- Performing a three-point estimation
- Sequencing project tasks and creating a project network
- Scheduling the project work and calculating the critical path
- Evaluating a TCO estimate
- Assessing a risk management plan
- Applying functional decomposition to allocate system functions
- Determining a T&E strategy

**Course 176 Content**

**Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying government and contractor equities

**Applying Core Project Management Skills and Processes**

**Creating a project plan**

- Identifying project objectives
- Writing clear goal statements
- Defining project scope

**Building the work breakdown structure (WBS)**

- Estimating task durations and resource needs
- Sequencing project tasks
- Creating the project network diagram
- Scheduling the work and calculating the critical path

**Determining Project Total Cost of Ownership (TCO)**

**Demystifying cost estimation**

- Factors that affect the TCO
- The impact of performance life cycle costs
- Explaining life cycle cost categories
- Applying estimation techniques
- Balancing cost-benefit trade-offs

#### **Comparing cost-estimating techniques**

- Strengths and weaknesses of cost-estimating methods
- The role of the Government Accounting Office (GAO) in cost estimating
- The GAO's 12-step cost-estimating process
- Effort vs. effect of the 12-step cost-estimating process

#### **Monitoring and Controlling Project Execution**

##### **Defining project management metrics**

- Identifying and applying useful metrics
- Tracking milestones
- Maximizing usefulness of a Gantt chart

##### **Tracking defects in project work**

- The value of tracking defects
- Performing change control and change request processes
- Responsibilities of a Change Control Board (CCB)

##### **Analyzing project performance with earned value management (EVM)**

- Applying EVM techniques to measure and track progress of your project
- Leveraging EVM tools to improve your project

#### **Managing Risks and Opportunities**

##### **Identifying and analyzing risks/opportunities**

- Evaluating project risks and opportunities
- Categorizing and assessing risks

##### **Assessing impact and probability**

- Prioritizing risks/opportunities
- Evaluating potential responses

##### **Monitoring and controlling risks**

- Mitigating and controlling risks
- Reducing risk through contingency plans

#### **Applying Systems Engineering**

##### **Technical and management system processes**

- Integrating decision analysis methods
- Identifying technical plan actions
- Allocating functions
- Managing technical data and interface issues

##### **Integrating the allocation process**

- Evaluating requirements development plans
- Incorporating functional analysis

#### **Testing and Validating the System**

##### **Creating a test and evaluation plan**

- Defining verification and validation steps
- Performing tests and analyses

##### **Integrating modeling and simulation techniques**

- Reviewing types of modeling and simulation processes
- The value of system simulation

#### **Preparing for operational tests**

- Testing the system
- Applying specific testing and verification tools

#### **Integrating Logistics Support**

- Ensuring system reliability and maintainability
- Navigating ways to measure reliability
- Evaluating maintainability of systems
- Considering commercial supply chain practices

### **Entry Acquisition Management**

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#### **Course 157 • 5 Days**

##### **You Will Learn How To**

- Create a formal approach to identifying and prioritizing mission-oriented capability gaps in federal projects
- Develop market research techniques that validate uses of government funding
- Explore methods for selecting a technical approach, including MOEs/KPIs, cost/benefit analysis and Kepner Tregoe (K/T)
- Outline approaches for extracting and documenting user requirements
- Structure a formal source selection process commensurate to the level of procurement action
- Participate in preaward actions required by FAR, considering key contract terms and conditions

##### **Course Benefits**

Contracting acquisition processes and procedures are often intricate and complex. In this course, you learn a sound methodology for developing organizational requirements. You learn the value of FAR Parts 10 and 12 for conducting market research and acquiring services to meet customer needs. You also learn to write well-formed and validated user requirements and system specifications, as well as gain an appreciation for FAR guidance and its importance in creating transparency within government solicitation.

##### **Who Should Attend**

Project managers and functional managers accountable for small to moderate federal projects. Imperative for any acquisition professional seeking a Level I FAC-P/PM certification.

##### **Workshop Course**

Through an immersive, simulated case study, you gain practical experience acquiring technology for your agency and developing a typical acquisition management plan.

Activities include:

- Evaluating a contract and contract scenarios
- Developing a needs statement and conducting market research
- Conducting Kepner-Tregoe (K/T) analysis
- Developing a user requirements document
- Building a RACI matrix and creating a simple contract structure
- Following preaward actions for a contract
- Conducting proposal evaluations and developing a recommendation for awards

- Identifying contract performance issues, risks and proposed actions
- Creating a draft service agreement SOO/SOW and reviewing proposal evaluations

## **Course U157 Content**

### **Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying government and contractor equities

### **Navigating the Contracting Process**

#### **Differentiating between governmental and commercial contracting**

- Recognizing government acquisition history and mission
- Balancing oversight with efficiency

#### **Recognizing differences in contracting processes**

- Following the government acquisition process
- Assessing agency contracting policies

#### **Conducting Market Research for Simple Acquisitions**

##### **Defining the mission need**

- Identifying organizational requirements
- Prioritizing and identifying capability gaps
- Applying knowledge-based system engineering

##### **Gathering the research**

- Analyzing commercial items and contractor interests
- Incorporating dual-use technologies

##### **Selecting the Technical Approach**

###### **Applying a concept selection method**

- Determining measures of effectiveness
- Identifying key performance indicators
- Conducting cost/benefit and Kepner-Tregoe analyses

###### **Establishing a technology development strategy**

- Determining technical maturity
- Cost/benefit analysis and OMB A-94 guidelines

##### **Extracting and Documenting Requirements**

###### **Gathering user requirements**

- Conducting user requirements meetings
- Recognizing key performance indicators
- Addressing affordability and interoperability constraints

###### **Managing requirements**

- Implementing a Change Control process
- Documenting project analysis with the OMB Program Assessment Rating Tool (PART)

##### **Government Roles and Responsibilities in Contract Acquisition and Administration**

###### **Outlining acquisition positions**

- Examining roles and responsibilities
- Creating a Responsibility, Approval, Comment, Inform (RACI) matrix

###### **Conducting preaward actions**

- Applying the appropriate contract vehicle

- Identifying potential contract line item number (CLIN) and incentive structures
- Incorporating Solicitation and Selection Processes**

**Identifying contract sections**

- Reviewing FAR regulations
- Creating a statement of objectives/statement of work (SOO/SOW)

**Following the RFP structure**

- Participating in the source selection process
- Following preaward policies
- Applying simplified acquisition procedures

**Conducting source selection**

- Scoring a proposal
- Recommending awards to the source selection board

**Negotiating a baseline of performance**

- Conducting exchanges with offerors
- Requesting clarifications and revisions
- Establishing the Integrated Master Plan (IMP) and Integrated Master Schedule (IMS)

**Applying the Administration Process for Simple Contracts**

**Providing contract feedback**

- Conducting a postaward orientation conference
- Supporting changes and claims administration
- Evaluating technical, cost and schedule performance

**Managing performance-based service agreements**

- Conducting performance-based contracting
- Incorporating integrated logistics
- Applying the best approach for the situation

**Entry Business Management for Government Applications**

**Course 158 • 5 Days**

**You Will Learn How To**

- Distinguish between commercial and government financial accounting processes
- Apply basic budgeting laws and policies, including budget submissions, baseline development, appropriation processes, submittal of strategic plans, and performance reports
- Develop proven strategies used in cost-estimating techniques
- Improve project performance by applying OMB A-94 and GAO Cost Estimating and Assessment Guide
- Translate Total Life Cycle Systems Management concepts into civilian agency project management responsibilities
- Apply earned value formulas, forecasting techniques, baseline development and maintenance

**Course Benefits**

Knowledge of business management practices is a key aspect of the Level I FAC-P/PM certification. In this course, you gain knowledge of commercial and governmental financial accounting processes, and the financial structure of government suppliers in order to



improve fiscal discipline. This course also reviews the Total Life Cycle Systems Management process and associated cost-estimating techniques.

### **Who Should Attend**

Project managers and functional managers accountable for small to moderate federal projects. Imperative for any acquisition professional seeking a Level I FAC-P/PM certification.

### **Workshop Course**

Through an immersive, simulated case study, you gain practical experience evaluating the technical demonstration phase of a small project. Activities include:

- Developing a balance sheet
- Evaluating a program goal statement
- Defining a contractor's work breakdown structure
- Estimating elements of costs associated with a project
- Analyzing earned value management data

### **Course 178 Content**

#### **Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying government and contractor equities

#### **Basic Financial Management Processes**

##### **Deciphering the accounting equation**

- Defining the basis for commercial accounting
- Recognizing the Generally Accepted Accounting Principles (GAAP)

##### **Navigating the budgeting process**

- Exploring the executive and congressional processes
- The role of the Program Manager

#### **Commercial vs. governmental financial management paradigms**

- Describing double entry vs. single entry accounting
- Reviewing profit driven vs. budget driven

#### **Financial Structures of Government Product and Service Suppliers**

##### **Explaining commercial cost structure**

- Exploring the effects of commercial cost structures on government reporting
- Analyzing the impact of government financials on commercial cost structures
- Exploring various types of commercial accounting

##### **Examining wrap rates**

- Discovering how wrap rates are used
- Determining how to apply wrap rates

##### **Reviewing overhead and fringe costs**

- Identifying types of overhead costs
- Analyzing accounting for overhead costs
- Identifying the impact of fringe costs on labor rates and contractor costs

##### **Differentiating general and administrative costs (G&A)**

- Defining the types of G&A costs
- Describing how G&A costs are applied to government contracts

#### **Total Life Cycle Systems Management (TLCSM) Fundamentals**

### **Explaining the elements of total life cycle cost**

- Analyzing phases of different types of programs
- Reviewing program management within TLCSM

### **TLCSM initiatives within civilian agencies**

- Assessing cradle to grave program management
- The impact of TLCSM on cost estimating and budgeting

### **Incorporating the Cost-Estimating Process**

#### **GAO Cost Estimating and Assessment Guide**

- Describing types of estimates
- Analyzing the Three-Point Estimating Technique
- Defining recurring and nonrecurring costs

### **Analyzing the effects of inflation and discount rates**

- Applying OMB A-94 guidelines
- Calculating inflation and discount rates

### **Applying Earned Value Management (EVM) Principles**

#### **Reviewing the background of EVM**

- Establishing the framework for the EVM requirement
- Exploring underlying EVM concepts

#### **Navigating EVM system guidelines**

- Defining organizational planning, scheduling and budgeting
- Explaining revisions and data management

### **Recognizing when your system is out of tolerance**

- Performing variance analysis
- Employing corrective action

### **Deciphering the Federal Government Budget/Appropriation Process**

#### **Describing the federal budgeting process**

- Explaining the congressional appropriation process
- Defining apportionment and allocation

#### **Reviewing OMB Circular A-11**

- Defining the authority OMB Circular A-11
- Applying the principles and guidelines

## **Entry Leadership and Interpersonal Skills**

### **Course 159 • 3 Days**

#### **You Will Learn How To**

- Deliver dynamic presentations that support the federal acquisition process
- Write clear and concise acquisition documents such as project goal statements and system requirements
- Make better decisions through critical thinking and creative problem solving
- Recognize and remove barriers to individual and group creativity to foster an innovative work environment
- Leverage emotional intelligence (EI) models to improve your effectiveness as a leader
- Provide exceptional customer service that achieves results while removing waste from organizational processes

#### **Course Benefits**

Navigating the complex federal acquisition process requires communication and leadership skills. This course offers strategies for developing effective leadership methods through critical thinking and creative problem-solving techniques that help foster a collaborative environment. Throughout the course, you gain emotional intelligence skills and core strategies for improving customer service and customer satisfaction within the acquisition life cycle.

### **Who Should Attend**

Project managers and functional managers accountable for small to moderate government projects as well as experienced managers who want to improve their leadership and communication skills. This course is imperative for any acquisition professional seeking a Level IFAC-P/PM certification.

### **Workshop Course**

Through an immersive, simulated case study, you gain practical leadership experience in acquiring technology for your agency and implementing a typical project management plan.

Activities include:

- Delivering effective presentations
- Developing acquisition documentation
- Building a work breakdown structure
- Developing a network diagram and identifying the critical path
- Estimating costs of project alternatives
- Selecting sources
- Developing and writing clear requirements
- Selecting a contract vehicle
- Conducting functional analysis
- Establishing a testing plan
- Determining total cost of ownership

### **Course U159 Content**

#### **Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying program and career imperatives

#### **Initiating Communication across the Acquisition Process**

##### **Communicating through business channels**

- Examining formal and informal communication styles
- Assessing various written and verbal communication methods
- Analyzing the five Ws of communication

##### **Defining your communication style**

- Identifying how you interact with others
- Recognizing the importance of your ability to communicate effectively

#### **Delivering Effective Presentations to Support the Acquisition Process**

##### **Making informal presentations**

- Handling impromptu presentations
- Presenting "Table Topics"

##### **Delivering formal presentations**

- Preparing effective introductions and closings

- Incorporating mind mapping
- Defining the three communication modes
- Presenting complex data in a visual format
- Overcoming stage fright

#### **Dissecting the structure of a presentation**

- Capturing the audience with your opening remarks
- Adding questioning techniques within your presentation
- Building closing remarks

#### **Benefiting from effective writing resources**

- Reviewing basic business writing skills
- Targeting your correspondence to your reader
- Employing internet resources
- Conquering grammar traps

#### **Crafting professional e-mails**

- E-mailing in today's business world
- Guidelines for composing e-mails

#### **Creating acquisition documentation**

- Dissecting the requests for proposals
- Writing clear program objectives
- Identifying writing requirements
- Discussing the anatomy of system specifications

#### **Adopting Creative and Critical Thinking Techniques**

##### **Describing contemporary brain models**

- Identifying left brain/right brain thinking
- Maximizing brainstorming tactics
- Facilitating the brainstorming process

##### **Incorporating critical thinking processes**

- Formulating recommendations
- Working with the game theory method

##### **Minimizing Conflict within Teams**

##### **Aligning teams within your organization**

- Recognizing team dynamics
- Navigating the Integrated Product Development Team (IPDT)
- Applying hierarchical and evolutionary models

##### **Overcoming conflict for optimal team dynamics**

- Acknowledging sources of conflict
- Handling conflict

##### **Emotional Intelligence in the Business Environment**

##### **The value of emotional intelligence**

- Defining emotional intelligence
- Applying self-awareness and control
- Gaining self-awareness techniques

##### **Demonstrating emotional intelligence**

- Recognizing multiple intelligences
- Identifying group dynamics

##### **Serving Your Customers, Stakeholders and Team**

**Projecting a culture of accountability**

- Establishing individual accountability
- Creating organizational accountability

**Providing customer service**

- Enhancing customer value
- Applying lean Six Sigma approaches

**Government FAC-P/PM Level II Curriculum  
Journeyman Project/Program Management**

**Course 160 • 5 Days**

**You Will Learn How To**

- Plan for the successful delivery of a complex government project
- Create a work breakdown structure and a plan for total life cycle system management—an Integrated Master Plan (IMP)
- Develop a total cost of ownership (TCO) estimate
- Manage the development of a complex IT/software system
- Define the requirements to meet stakeholder needs and manage them through the product life cycle
- Apply a process to identify, analyze and manage project/program risks, threats and opportunities

**Course Benefits**

Successful government program managers are adept at developing a plan for total project life cycle system management—an Integrated Master Plan. Throughout this course, you gain knowledge in managing complex programs, software engineering principles, requirements development, management and traceability methods, testing and system validation processes. You learn techniques for developing a total cost of ownership estimate, quality control standards, and life cycle cost analysis.

**Who Should Attend**

Project/Program managers and functional managers accountable for moderate to complex government projects. Imperative for any acquisition professional seeking a Level II FAC-P/PM certification.

**Workshop Course**

Through an immersive, simulated case study, you gain practical experience in developing and implementing a mid-scale project management plan. Activities include:

- Creating and analyzing a program/project goal statement
- Developing a product-oriented work breakdown structure
- Building an Integrated Master Plan
- Determining contract-aware fees
- Deciding on a software engineering life cycle model
- Building a use case
- Assessing the total cost of ownership
- Determining a test and evaluation strategy
- Assessing a risk management plan including threats and opportunities

**Course U160 Content**

## **Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying government and contractor equities

## **Project Management Fundamentals**

### **Managing projects**

- Defining project and program management
- Outlining the project management process

### **Evaluating project objectives and planning**

- Defining the project goals
- Planning the work that needs to be completed

### **Project scope and schedule**

- Determining the project scope
- Applying estimating techniques
- Assessing scheduling tools and methods

## **Building an Integrated Master Plan (IMP)**

### **Building a product-oriented work breakdown structure (WBS)**

- Commonly found products
- Decomposing the WBS
- Best practices checklist
- Standardizing the WBS within your agency

### **Developing an Integrated Master Schedule (IMS)**

- Benefiting from an Integrated Master Schedule
- The relationship between the IMP and IMS

## **Managing the Contractor**

### **Defining the procurement process**

- Comparing the make-or-buy analysis
- Source selection
- Evaluating the proposals
- Administering and closing the procurement process

### **Evaluating contract types**

- Calculating a fixed-price contract
- Analyzing different types of contracts and their associated risks
- Navigating through the cost-reimbursable contracts
- Examining the time and material contracts
- Determining the aware fee

## **Applying Software Engineering to the Software Development Process**

### **Developing and managing a process**

- Enterprise analysis
- Appraising decision analysis methods for software architecture
- Evaluating Agile development methodologies

### **Developing and managing requirements**

- Developing a requirements model
- Writing a use case
- Managing changes to requirements

### **Designing and implementing**

- Identifying multitier architecture
- Incorporating the implementing phase into the project

### **Implementing a Program/Project Quality System**

#### **Ensuring project quality**

- Charting the quality and grade of the software product
- Differentiating project quality theories

#### **Planning and controlling quality**

- Describing the quality plan
- Recognizing the seven quality planning tools
- Improving the process
- Evaluating performance quality data to execute quality assurance
- Analyzing the tools and techniques used to control quality

### **Managing Risks and Opportunities**

#### **Identifying and analyzing risks**

- Drafting a program/project risk management plan
- Identifying program/project risks and opportunities
- Assessing impacts and probabilities
- Evaluating risk response strategies

#### **Monitoring and controlling risks**

- Implementing a risks/opportunities management plan
- Evaluating strategies

#### **Estimating total cost of ownership (TCO)**

- Factors impacting the total cost of ownership
- Applying estimation techniques
- Performing cost-benefit trade-offs

## **Journeyman Acquisition Management**

### **Course 161 • 5 Days**

#### **You Will Learn How To**

- Develop key processes to determine and resolve capability gaps in complex government programs
- Apply FAR Parts 10 and 12 as needed to meet customer needs
- Prepare a comprehensive business plan with the contracting officer that aligns the efforts of key staff
- Write a set of system requirements pertinent to a complex government IT project
- Establish an approach for ensuring full comprehension of program definition as well as the procuring agency's organizational culture and structure
- Apply management actions required when engaged in service acquisition

#### **Course Benefits**

Formulating a comprehensive strategy for contracting that addresses mission need, requirements and technology development is integral to acquisition management.

Throughout this course, you learn to develop a plan for managing complex government projects and contracts that addresses solicitation, selection and administration processes, including performance-based service agreements.

## Who Should Attend

Project/Program managers and functional managers who are accountable for moderate to complex federal projects. Imperative for any acquisition professional seeking a Level II FAC-P/PM certification.

## Workshop Course

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of a mid-scale acquisition management plan. Activities include:

- Evaluating strengths and weaknesses of a contract
- Creating a needs statement by identifying required capabilities and gaps
- Building a business strategy through market research
- Constructing a business case and acquisition plan
- Building a user requirements document and a procurement strategy
- Generating an acquisition strategy
- Developing selected contract sections and weighted evaluation criteria
- Preparing a source selection evaluation report
- Identifying contract performance issues, risks and proposed actions
- Creating a draft service agreement and negotiating its acceptance

## Course U161 Content

### Introducing the FAC-P/PM Program

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying government and contractor equities

### Applying Contract Principles to Government Acquisitions

- Choosing between contract types
- Following basic contract principles
- Progressing through the acquisition process
- Deciphering a simple contract

### Developing a Requirements Process

#### Formulating an effective needs statement

- Eliciting needs from user communities
- Identifying a range of approaches to satisfy mission need

#### Basic system engineering analytical approaches

- Conducting system engineering
- Reviewing the needs statement

#### Conducting market research

- Meeting customer needs with commercial items
- Examining commercial business alternatives
- Ensuring government funds are efficiently applied
- Evaluating dual-use technologies for customer needs

#### Managing the Requirements Process

##### Selecting a concept

- Conducting financial cost/benefit analysis
- Applying the Kepner-Tregoe approach



- Creating an OMB Exhibit 300 using OMB A-94 guidelines

#### **Planning a technology development strategy**

- Gauging technology readiness
- Constructing the acquisition plan

#### **Gathering user requirements**

- Identifying well-formed requirements
- Interfacing with engineering and change control processes

#### **Developing the acquisition strategy**

- Forming a business partnership
- Aligning programs with agency culture and structure

#### **Building a Technology Development Plan**

##### **Establishing the acquisition project baseline**

- Presenting technology demonstrations
- Creating interoperability

##### **Formalizing the acquisition strategy**

- Coordinating project elements
- Planning for the OMB Program Assessment Rating Tool (PART)

#### **Solicitation and Selection Processes for Complex Projects**

##### **Accomplishing preaward activities**

- Generating the Responsibilities, Approval, Comment, Inform (RACI) Matrix
- Creating a Statement of Objectives or Statement of Work (SOO/SOW)

##### **Establishing the contract elements**

- Contract vehicle, incentive structure and risk implications
- Identifying appropriate terms and conditions

##### **Formulating a competitive source selection plan**

- Weighing best value acquisitions
- Addressing sole source issues

##### **Following the source selection process**

- Conducting a technical evaluation
- Making the contract decision

#### **Applying the Administration Process for Complex Contracts**

##### **Supporting contract administrative actions**

- Validating technical, cost and schedule performance
- Addressing security issues

##### **Fulfilling Contracting Officer Representative (COR) duties**

- Distinguishing between authorized and unauthorized actions
- Assisting in the contract modification process

##### **Negotiating Performance-Based Service Agreements**

- The seven steps to performance-based service acquisition
- Ensuring proper oversight of contract efforts
- Evaluating performance-based service agreements
- Negotiating the required level of support

### **Journeyman Business Management for Government Applications**

**Course 162 • 5 Days**

**You Will Learn How To**

- Apply commercial and governmental cost structures, cost-estimation techniques, and earned value management techniques
- Incorporate GAO Cost Estimating and Assessment Guide best practices
- Analyze logistical considerations and system design
- Effectively integrate learning curve theory techniques to manufacturing cost estimates
- Navigate the congressional appropriation process
- Enhance performance measures using earned value in the context of OMB A-11 and ANSI/EIA-748

**Course Benefits**

Knowledge of federal budget appropriations, Total Life Cycle Systems Management, and OMB A-11 processes allow for improved transparency, accountability, fiscal discipline and performance. This course offers the skills to conduct comprehensive program cost estimation; fund multiyear, complex projects; and validate program baselines and integrated performance baselines.

**Who Should Attend**

Project/Program managers and functional managers who are accountable for moderate to complex federal projects. Imperative for any acquisition professional seeking a Level II FAC-P/PM certification.

**Workshop Course**

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of a complex project management plan. Activities include:

- Recognizing elements of cost
- Developing a cost estimate for organizational use
- Identifying logistics considerations for planning
- Formulating a control account plan
- Participating in an integrated baseline review
- Analyzing performance data

**Course U162 Content**

**Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability
- Identifying government and contractor equities

**Business Management Fundamentals**

**Incorporating Total Life Cycle Systems Management (TLCSM) concepts**

- Comparing program life cycles
- Applying Total Life Cycle Systems Management

**Identifying earned value management (EVM) fundamentals**

- Reviewing EVM concepts
- Describing roles: customer vs. supplier

**Applying Program Cost Estimation Processes**

**Analyzing cost-estimating methods**

- Exploring appropriate uses of techniques
- Outlining strengths and weaknesses of each method

**Examining the logistics of cost estimation**

- Distinguishing between product life cycle vs. program life cycle
- Revealing often forgotten costs

**Exploring learning curve theory and its applications**

- Incorporating learning curves to reduce task time
- Examining learning curve models to determine learning rates

**Allocating Funding to Multiyear Complex Projects**

**Structuring your project using the federal budgeting process**

- Responsibilities of the PM in the budget process
- Applying cost estimates to select projects

**Relating the congressional funding process to your project**

- Explaining program approvals
- Defining project appropriations and allocations

**Leveraging the ANSI/EIA-748 (Earned Value Management Systems)**

**OMB A-11 Section 300 Requirements**

- The purpose of OMB Circular A-11
- Relating ANSI/EIA-748 to OMB Circular A-11
- Exploring connections between EVM and the performance budget

**Defining the purpose behind the ANSI standard**

- Explaining the structure of the standard
- Describing the use of the standard

**Applying the ANSI standard**

- Defining associated documents
- Addressing the guidelines within the standard

**Establishing Baselines**

**Developing the program baseline**

- Explaining the use of estimating and budgeting
- Associating the program baseline with budget

**Determining the performance baseline**

- Benefiting from the work breakdown structure
- Developing the Integrated Master Plan/Master Schedule
- Applying GAO best practices and the ANSI standard

**Validating the Performance Baseline: the Integrated Baseline Review (IBR)**

**Clarifying the rationale for the IBR**

- Explaining the mitigation of risk
- Analyzing the adequacy of the baseline

**Preparing for and conducting the IBR**

- Training the participants
- Accessing data and defining the report

**Analyzing Earned Value Data**

**Interpreting earned value metrics and meaning**

- Explaining the source of the metrics
- Analyzing the measures
- Performing metrics analysis

**Applying root cause analysis**

- Defining the source of problems

- Dealing with the root cause at the source
- Implementing corrective actions
- Defining responsibility and exploring possible actions

## **Journeyman Leadership and Interpersonal Skills**

### **Course 165 • 3 Days**

#### **You Will Learn How To**

- Adapt contemporary leadership models to the needs of your agency and program
- Affect beneficial change to your program by applying the transformational leadership model
- Align government programs to agency goals with strategic thinking, creativity and entrepreneurship
- Develop the skills to build and sustain high-performing project teams and an acquisition workforce
- Increase stakeholder support for your projects
- Negotiate with contractors to increase the probability of success for your program initiatives

#### **Course Benefits**

Managers of federal acquisition projects must be leaders who can drive change, inspire teams and manage stakeholders. Throughout this course, you learn the anatomy of high-performing project team structures, how to apply influence skills to improve the trust of internal and external stakeholders, and practice proven methods for negotiating within the acquisition environment. You also gain the skills to better align programs with agency goals and objectives.

#### **Who Should Attend**

Project/Program managers and functional managers responsible for moderate to complex government projects. Imperative for any acquisition professional seeking a Level II FAC-P/PM certification.

#### **Workshop Course**

Through an immersive, simulated case study, you gain practical leadership experience implementing a mid-scale project management plan. Activities include:

- Aligning projects to agency goals and objectives
- Selecting sources
- Building a product-based work breakdown structure
- Building an Integrated Master Plan
- Establishing Integrated Product Development Teams
- Conducting use case analysis
- Determining award fees
- Negotiating service contracts
- Negotiating contractor claims

#### **Course U163 Content**

##### **Introducing the FAC-P/PM Program**

- Clarifying the FAC-P/PM initiative
- Describing acquisition reforms
- Establishing a culture of accountability

- Identifying program and career imperatives

### **Becoming a Transformational Leader to Affect Change**

#### **Applying governmental leadership in context**

- Providing a vision
- Comparing management and leadership
- Addressing external drivers
- Leveraging team dynamics
- Projecting and communicating your values
- Navigating through the political landscape

#### **Applying a successful change process to your programs**

- Implementing the change process steps
- Changing individuals through effective transformational leadership

### **Aligning Your Programs to Organizational/Agency Goals**

#### **Applying project portfolio management techniques**

- Incorporating strategic thinking to project prioritization
- Encouraging entrepreneurship
- Addressing risk
- Engaging stakeholders

#### **Creating organizational objectives**

- Reviewing government agency goals
- Developing goals

#### **The importance of financial tools**

- The pros and cons of return on investment
- Exploring net present value
- Dissecting future cash flows

### **Achieving Success through Organizational Teamwork**

#### **Leading high-performing teams**

- Establishing urgency
- Coalition with stakeholders
- Achieving a clear vision
- Communicating vision and strategy
- Turning strategy into action
- Communicating short-term wins across the organization
- Consolidating documents
- Working within your organization's culture

#### **Improving organizations and teams**

- Analyzing organizational frameworks
- Establishing Integrated Product Development Teams (IPDT)

#### **Developing the acquisition workforce**

- Coaching for desired performance
- Evaluating employees through the appraisal process

#### **Influencing Stakeholders**

#### **Increasing project support**

- Determining desired outcomes
- Applying influence techniques

#### **The power of influencing strategies**

- Applying active listening and logic
- Relying on personal appeal
- Leveraging assertiveness and bargaining

### **Negotiating for Results**

#### **Applying the Negotiating Framework**

- Determining interests vs. positions
- Comparing relationships and desired outcomes

#### **Applying game theory**

- Analyzing "The prisoner's dilemma"
- Analyzing "Playing Chicken"
- Establishing a culture of fairness

#### **Determining the Best Alternative to a Negotiated Agreement (BATNA)**

- Applying BATNA
- Defining the zone of possible agreement

#### **Leading Negotiations**

- Negotiating claims
- The Truth in Negotiation Act

## **Government FAC-P/PM Level III Curriculum Senior/Expert Program Management**

### **Course 172 • 5 Days**

#### **You Will Learn How To**

- Conduct total life cycle management for government projects using an Integrated Master Plan
- Oversee the preparation and documentation of an Integrated Master Schedule
- Direct and estimate total cost of ownership (TCO)
- Establish a risk, threats and opportunities management process
- Manage and evaluate decision analysis methods, systems engineering processes and a complex requirements development process
- Supervise a comprehensive test and evaluation strategy (TES) and critique operational test and evaluation (OT&E) programs

#### **Course Benefits**

An Integrated Master Plan is key to successfully managing large-scale government projects. Through a complex case study in this course, you gain the skills to coordinate the development of, oversee, evaluate and critique a total life cycle system management Integrated Master Plan and Integrated Master Schedule. You also learn to oversee the application of systems engineering concepts and apply a comprehensive test and evaluation strategy.

#### **Who Should Attend**

Senior/Expert program and project managers, directors, sponsors and others seeking Level III FAC-P/PM certification.

#### **Workshop Course**

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of a complex project management plan. Activities include:

- Reviewing and evaluating an IMP and an IMS

- Evaluating a total cost of ownership estimate
- Assessing a risk (threat/opportunities) management plan
- Reviewing a decision analysis application strategy
- Deciphering a requirements development and implementation plan
- Evaluating a test and evaluation (T&E) strategy plan
- Coordinating and managing changes to the T&E plan
- Developing a performance-based strategy

## Course U152 Content

### Core Project Management Processes

#### The Integrated Master Plan (IMP) and Integrated Master Schedule (IMS)

- Overseeing the work breakdown structure
- Creating cost-estimation metrics
- The role of earned value management
- Cost, schedule and performance trade-offs
- Performing technical reviews

#### Tools for evaluating the IMP and IMS

- Applying work loading methods
- Benefitting from project management software

#### Estimating Total Cost of Ownership

##### Estimating techniques

- Recognizing the "Cone of Uncertainty"
- Making decisions using the Life Cycle Cost Estimate

##### Cost-benefit trade-offs

- The Government Accounting Office (GAO) 12-step best practice model
- Documenting the relationship between interrelated budgets and cost terms

#### Managing Risks and Opportunities

##### Identifying risks

- Recognizing potential risks and threats
- Evaluating responses

##### Analyzing risks and opportunities

- Strategies for mitigating risk
- Maximizing opportunities

##### Monitoring and Controlling Risks

##### Integrating risks into the management plan

- Assessing risk in the real world
- Evaluating known and unknown risks
- Employing the risk management process

##### Qualitative and quantitative risk assessment

- Ranking the probability and impact of risk
- Questioning acceptable and unacceptable risk

##### Working with risk management software

- Demystifying simulation tools
- Generating risk analysis results

#### Leading the Development of a Program's Systems Engineering

##### Reviewing systems engineering approaches

- Implementing systems engineering methodology

- Evaluating processes and approaches
- Establishing configuration management
- Managing technical data and interface issues

#### **Developing requirements**

- Transferring a functional diagram into a physical architecture
- Analyzing trade studies
- Balancing independent variable costs
- Building traceability matrices

#### **Reviewing Requirements**

##### **Requirements analysis**

- Clarifying requirements by focus
- Calculating requirements by type
- Prioritizing requirements

##### **Defining traceability and design**

- Writing the traceability matrix
- Documenting change requests
- Selecting a design

#### **Testing and Evaluation Processes**

##### **Managing a test and evaluation program**

- Charting the potential cost of inadequate testing
- Incorporating verification and validation
- Selecting the integrated product team

##### **Critiquing a realistic or operational test**

- Categorizing the test/verification tools
- Testing documents vs. testing process

##### **Applying Acquisition Principles to Contracting**

- Reviewing contract types to determine the risk and reward
- Aligning negotiation stages for procurement
- Handling contract management issues
- Recognizing staffing issues on sizable contract awards
- Evaluating government-furnished equipment

### **Senior/Expert Acquisition Management**

#### **Course 173 • 5 Days**

##### **You Will Learn How To**

- Evaluate a requirements development process to establish mission-oriented capabilities and needs
- Supervise effective market research and establish options to enhance business strategies
- Evaluate a concept selection process and develop recommended courses of action
- Assess a technology development process for achieving an acquisition strategy
- Identify how acquisitions are affected by interpretation of business plans and intellectual property
- Recognize and solve problems that arise in developing agency-level and service-type contracts

##### **Course Benefits**



Successful acquisitions begin by developing clear business and user requirements and progressing through concept development to performance-based contracts. This course provides the skills to evaluate complex acquisition projects, including requirements, concept, technology, and contract documentation, and identify potential performance issues and viable approaches to resolve those issues.

**Who Should Attend**

Senior/Expert program and project managers, directors, sponsors and others seeking Level III FAC-P/PM certification.

**Workshop Course**

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of complex acquisition plans and documents. Activities include:

- Reviewing the prior acquisition documents
- Defining the requirements
- Analyzing market research
- Evaluating the concept selection process
- Monitoring the technology development process
- Developing contract requirements and support documentation
- Preparing and issuing contract solicitations
- Developing performance-based service agreements

**Course U153 Content**

**Reviewing Acquisition Management Principles**

**Recognizing acquisition authority**

- Defining a project mission
- Addressing contract authority and oversight

**Following acquisition principles**

- Following basic contract principles
- Managing special acquisitions
- Following federal acquisition regulations

**Enhancing the Requirements Process**

**Meeting the mission needs**

- Defining mission-oriented agency capabilities
- Developing user scenarios using process maps
- Involving stakeholders

**Valuing performance results**

- Creating operational performance measures
- Identifying key questions for performance measures
- Addressing nonsystem specific approaches

**Evaluating the Statement of Needs**

- Selecting appropriate documents
- Reviewing GAO best practices

**Creating Valuable Market Research**

**Focusing on pertinent research**

- Evaluating technology maturity for acquisition planning
- Identifying business strategy

**Clarifying research findings**

- Addressing dual-use technologies
- Validating market research

#### **Matching requirements to development**

- Strategies for technology development
- Applying best practices

#### **Focusing the Concept Selection Process**

##### **Making alternatives meaningful**

- Delineating analysis of alternative concepts
- Identifying concept benefits
- Creating recommended courses of action

##### **Selecting a successful concept**

- Specifying performance measures
- Recommending a preferred system concept

#### **Adhering to the Technology Development Process**

##### **Defining detailed requirements**

- Delineating system requirements
- Preparing an R&D work statement
- Creating key performance parameters
- Conducting requirements trade-offs

##### **Reporting to oversight organizations**

- Documenting the acquisition program baseline
- Specifying the acquisition strategy/plan
- Addressing A-94 program assessment rating tool
- Addressing OMB 300 submittals

##### **Preparing and Issuing the Solicitation**

##### **Preparing a comprehensive program specification**

- Identifying appropriate use of statement of work (SOW)
- Identifying appropriate use of statement of objectives (SOO)
- Establishing appropriate evaluation criteria based on SOW/SOO

##### **Assisting in planning solicitation activities**

- Creating preaward policies
- Disseminating information and requirements
- Addressing presolicitation communication options

#### **Gathering Requirements and Support Documentation**

##### **Planning preaward actions**

- Outlining challenging contract clauses
- Addressing multiple-incentive contracts
- Avoiding SOW or SOO unintended nuances
- Analyzing complex CLIN structures

##### **Identifying unclear provisions**

- Aligning complex technical execution provisions
- Addressing complex contract funding provisions
- Specifying complex government funds provisions

##### **Creating Performance-Based Service Agreements**

- Negotiating a baseline of performance
- Evaluating management actions for acquisition services

- Creating a level of support at a cost consistent with funding

## Senior/Expert Business Management for Government Applications

### Course 174 • 5 Days

#### You Will Learn How To

- Direct and manage the application of Earned Value Management (EVM) techniques to federal projects
- Integrate program performance measurement processes (technical, cost and schedule)
- Oversee the program cost-estimating process and maintain practices to support budget planning
- Institute EVM baselines, interpret EVM performance trends, and implement corrective actions
- Manage the Integrated Baseline Review (IBR) process
- Evaluate and employ EVM analysis software

#### Course Benefits

Successful projects rely on comprehensive integrated management principles, tools and techniques. Through hands-on activities and a complex case study, you gain the knowledge and practical skills to coordinate the development of, oversee, evaluate and critique an EVM program linked to risk management. You also gain the skills to apply specific planning, programming and budgeting best practices to improve the government projects you manage.

#### Who Should Attend

Senior/Expert program and project managers, directors, sponsors and others seeking Level III FAC-P/PM certification.

#### Workshop Course

Through an immersive, simulated case study, you gain practical experience evaluating the development and implementation of a complex acquisition management plan. Activities include:

- Evaluating work breakdown structures
- Evaluating a contract proposal
- Reviewing a contractor's EVM system
- Conducting and evaluating an integrated baseline review
- Analyzing EVM data and trends
- Managing program change
- Assessing organizational EVM implementation

#### Course U154 Content

##### Reducing the Complexity of Acquisitions with EVM and Cost Analysis

###### The value of EVM

- Evaluating the importance of EVM and cost estimating
- Estimating the benefits of EVM and cost estimating
- Establishing a plan to implement advanced EVM and cost-estimating techniques

###### Defining the Needs of the Program

###### Assessing EVM readiness

- Evaluating advanced EVM Senior/Expert competencies
- Planning the resource needs for management

- Planning for an EVM program linked to risk

### **Improving performance**

- Eliminating defects with BPR methods
- Instituting EVM baseline reviews
- Coordinating contracting processes, strategies and negotiations
- Conducting financial planning and execution reviews

### **Incorporating GAO Cost-Estimating Best Practices**

#### **Analyzing the 12 critical steps**

- Defining the purpose of the estimate
- Developing the plan
- Defining program characteristics
- Outlining ground rules and assumptions
- Developing a point estimate and comparing it to an independent cost estimate

#### **Gathering data**

- Identifying ground rules and assumptions
- Conducting sensitivity, risk and uncertainty analyses
- Documenting the estimate
- Presenting the estimate for management approval
- Updating the estimate to reflect actual costs and changes

### **Maximizing Program Results**

#### **Evaluating links between cost estimating and EVM**

- Comparing methods of cost estimating
- Discussing life cycle cost-estimating methods
- Managing the role of the cost estimator

### **Advanced Earned Value Management Principles**

#### **Adopting EVM policies and standards**

- Translating an EVM legal and regulatory framework
- Recognizing and applying OMB policies
- Reviewing and applying ANSI/EIA-748 standards
- Explaining the National Defense Industrial Association (NDIA) management guides
- Understanding, assessing and evaluating EVM methodologies

#### **Implementing advanced EVM techniques**

- Applying EVM to integrate technical performance, schedule performance and cost performance
- Synthesizing EVM techniques and analysis
- Creating program status reports for stakeholders
- Interpreting graphic trend analysis

### **Reviewing Financial Reporting and Oversight**

#### **Conducting data analysis**

- Evaluating the data selection
- Employing an information system
- Collecting, processing, maintaining, transmitting and reporting data on financial events
- Assessing the purpose of the data
- Supporting financial planning and budgeting activities

### **Improving complex reporting**

- Accumulating and reporting cost information
- Supporting the preparation of financial statements
- Reporting to senior management
- Compare software tools in improving efficiency

**Providing Guidance on Planning, Programming and Budgeting Systems**

**Effective EVM and cost estimates to guide planning, programming and budget systems processes**

- Appraising the program budget development process
- Critiquing allocation of funds within appropriations categories
- Exploring pitfalls of international partnerships, agreements and foreign funds

**Senior/Expert Leadership and Interpersonal Skills**

**Course 175 • 3 Days**

**You Will Learn How To**

- Adopt leadership traits that inspire loyalty and enthusiasm among team members
- Distinguish the critical difference between management and leadership
- Establish a methodology for cultivating strategic relationships with team members and stakeholders
- Acquire an entrepreneurial mind-set to create structures and systems for accountability
- Incorporate strategic thinking techniques to solve complex organizational issues
- Develop awareness of federal and industry best practices to improve organizational performance

**Course Benefits**

Skillful leadership traits are vital to successfully overseeing large-scale, high-visibility government programs and driving strategic missions. This course provides the leadership skills to build strong relationships and leverage the strengths of others toward the attainment of organizational goals. You gain the knowledge and skills to affect team dynamics, develop a strategy for managing stakeholders and improve organizational performance.

**Who Should Attend**

Senior/Expert program and project managers, directors, sponsors and others seeking Level III FAC-P/PM certification.

**Workshop Course**

Through a simulated case study, interactive discussion, self-assessment and role-play, you gain practical experience applying and refining leadership principles, techniques and best practices. Activities include:

- Evaluating complex leadership challenges
- Recognizing management vs. leadership
- Assessing your leadership attributes
- Recognizing attributes of effective and ineffective teams
- Analyzing "technical" leadership
- Assessing stakeholder analysis
- Employing active listening techniques
- Leading change processes
- Designing a model learning organization

- Negotiating with internal stakeholders
- Negotiating contractor claims

## **Course 175 Content**

### **Leading the Complex Acquisitions Process**

#### **Projecting yourself as a leader**

- Navigating leadership challenges throughout the acquisitions process
- Defining the science and art of program management

#### **Differentiating between management and leadership**

- Evaluating management activities
- Assessing leadership actions

#### **Building a shared vision as a catalyst for change**

- Balancing facts with emotion
- Guiding teams through leadership

#### **Reviewing Leadership Models**

##### **Exploring modern leadership frameworks**

- Identifying leadership attributes within your team
- Establishing self-awareness of your own values
- Leading with an entrepreneurial mind-set

##### **Addressing external awareness**

- Investigating local and national policies that can impact your agency
- Monitoring industry trends

##### **Establishing an atmosphere of accountability**

- Championing accountability within the government
- Steering accountability within the contracting community

##### **Developing Your Team**

##### **Evaluating the team dynamics necessary to solve complex problems**

- Describing characteristics of an effective team
- Implementing effective Integrated Product Team (IPT) structures
- Communicating with team members
- Empowering team members to proactively engage

##### **Leading the technical community**

- Identifying the behavioral qualities of technical experts
- Resolving conflicts regarding interface issues
- Managing the debate over technical soundness
- Leading the verification and validation process

##### **Managing Stakeholders**

##### **Evaluating known/unknown stakeholders**

- Mitigating difficult relationships early
- Maintaining professionalism throughout conflict

##### **Creating your stakeholder strategy**

- Evaluating strategy objectives
- Briefing the executive branch and Congress

##### **Expanding channels of communication**

- Employing active listening skills
- Encouraging outreach and regular communication

##### **Leading Change**

**Adapting a process for driving cultural change**

- Overcoming the political hurdles
- Leading a complex change effort
- Deploying best practices in change management
- Implementing a plan to drive performance and accountability

**Sustaining change**

- Evaluating progress
- Instituting regular evaluation

**Steering a Learning Organization**

**Exploring contemporary quality initiatives**

- Strengthening your organization's capability through continual learning, growing and reinvention
- Exploring the wisdom of groups

**The value of information sharing**

- Evaluating the benefits of seeking contrary opinions
- Converting project goals into project deliverables

**Exploring modern negotiating models**

- Deploying effective negotiating techniques
- Conducting principled negotiations

**Implementing a Project Portfolio Strategy**

**Working with a multiple-project mind-set**

- Transitioning from a competitive mind-set to a cooperative mind-set
- Defining the organizational objectives

**The importance of financial tools**

- Outlining common business tools
- Prioritizing projects to optimize goals

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