



# Objectives Sheet

## ACQ 315 - Understanding Industry

*Course Learning/Performance Objectives followed by enabling learning objectives*

<b>ACQ 315.U01.01</b>	<b>Students will explain how scope and diversity of the current industry landscape influences companies' methods of competing for defense contracts.</b>
ACQ 315.U01.01.01	Describe general historical background of DoD industry evolution from WW II to present
ACQ 315.U01.01.02	Compare differences in business/market strategies, priorities, and processes between DoD large (first tier), medium (second tier), small business.
ACQ 315.U01.01.03	Compare differences in business operations and strategies between companies focused on weapons systems , commercial products, and/or IT/services.
ACQ 315.U01.01.04	Differentiate between public and private companies and implications to DoD.
ACQ 315.U01.01.05	Explain how industry can be vulnerable to trends within the landscape, such as economic downturns, technology breakthroughs, raw material supplies, etc.
ACQ 315.U01.01.06	Describe macro issues that drive DoD industry today.
<b>ACQ 315.U02.01</b>	<b>Students will describe how a company's organization adapts to strategy, resource capacity, and program phase.</b>
ACQ 315.U02.01.01	Explain how company market sector and growth strategies influence organizational structure.
ACQ 315.U02.01.02	Explain the tactics and rationale for establishing a competitive advantage.
ACQ 315.U02.01.03	Compare types of teaming arrangements such as prime-sub and joint venture and impacts to competitive strategy and cost.
ACQ 315.U02.01.04	Describe the difference between functional, sector, and hybrid company organizations.
ACQ 315.U02.01.05	Identify company key stakeholders to include shareholders, debt holders, board of directors, executive management, business units, program managers, etc.
ACQ 315.U02.01.06	Explain how companies manage relationships with their key stakeholders.
ACQ 315.U02.01.07	Identify the general value chain of business functions in a company organization.
ACQ 315.U02.01.08	Examine stakeholder constraints on investment decisions.
ACQ 315.U02.01.09	Describe business functions in a company's organization to include marketing , finance, operations, human resources, accounting, etc.
ACQ 315.U02.01.10	Compare how the functions in a company's organization shift oversight responsibilities over a program life cycle.
ACQ 315.U02.01.11	Highlight organizational differences between large and small companies.
ACQ 315.U02.01.12	Compare the roles of external organizations such as SEC, rating agencies, investment bankers, Wall Street analysts, and accounting firms.
<b>ACQ 315.U03.01</b>	<b>Using standard company financial reports and metrics, students will assess company's financial health to enable best-value program decisions.</b>
ACQ 315.U03.01.01	Review financial statements for due diligence to assess company viability.
ACQ 315.U03.01.02	Define general accounting terminology and finance and accounting language.
ACQ 315.U03.01.03	Appraise ratio and trend analysis applications from financial statements.
ACQ 315.U03.01.04	Assess critical financial parameters of profitability and predictability that drive company decisions
ACQ 315.U03.01.05	Explain the importance of financial consistency and predictability to shareholders of a public company.
ACQ 315.U03.01.06	Apply cash flow analysis to compare impacts between contract types.
ACQ 315.U03.01.07	Explain financial impacts from inventory and asset management.
ACQ 315.U03.01.08	Explain importance of new orders/backlog to forecast projections and quarterly/annual reporting.
ACQ 315.U03.01.09	Describe revenue recognition conditions and accounting impacts.
ACQ 315.U03.01.10	Compare company financial benefits between bookings, sales, and profit.
ACQ 315.U03.01.11	Evaluate the importance of liquidity, profitability, predictability, stability, leverage, and valuation to industry performance and health.
ACQ 315.U03.01.12	Assess corporation financial profiles to compare their financial health.
<b>ACQ 315.U04.01</b>	<b>Students will explain cost accounting basics defense companies use to manage direct, indirect costs, and rates for proposals and program execution.</b>
ACQ 315.U04.01.01	Identify basic differences between cost accounting and financial accounting to include Cost Accounting Standards and Generally Accepted Accounting Principles.
ACQ 315.U04.01.02	Evaluate differences between accounting terms such as direct/indirect costs, direct material/labor, G&A expenses, standard/variable/fixed/overhead costs, etc.
ACQ 315.U04.01.03	Calculate and assess company fully burdened labor rates to account for direct/indirect labor costs.
ACQ 315.U04.01.04	Explain differences between rates typically used in defense contracting : forward price rate agreement, forward price rate recommendations, billing rates, and actuals.
ACQ 315.U04.01.05	Show how companies break down their overhead pool structure, including leveraging and charging for efforts across related but separate contracts.
ACQ 315.U04.01.06	Explain how company rates differ because of management, different products, services and/or production.



# Objectives Sheet

## ACQ 315 - Understanding Industry

### Course Learning/Performance Objectives followed by enabling learning objectives

ACQ 315.U04.01.07	Explain how companies use rates with different contract types (cost, firm fixed price contracts, time and materials).
ACQ 315.U04.01.08	Explain how companies account for investment options using B&P and IR&D in compliance with US Government policy.
ACQ 315.U04.01.09	Explain how contract provisions and payment methodologies create opportunities to generate additional margin through free cash flow.
<b>ACQ 315.U05.01</b>	<b>Students will describe the importance of defense company cost estimating requirements, methods, and key process elements.</b>
ACQ 315.U05.01.01	Describe industry motivations and advantages for selecting standard cost estimating methods: analogy, parametric, engineering, and extrapolation.
ACQ 315.U05.01.02	Compare the contractor's cost estimating methods and terminology with the roughly equivalent government method and terms
ACQ 315.U05.01.03	Explain how the Government/Industry relationship is unique and forms unique challenges
ACQ 315.U05.01.04	Explain why industry's method of cost and price is different from the government and will ultimately impact how they bid on projects
<b>ACQ 315.U06.01</b>	<b>Students identify and assess company management challenges in optimizing prime/sub contractor relationships and decisions in its supply chain.</b>
ACQ 315.U06.01.01	Explain supplier management impact on company margins.
ACQ 315.U06.01.02	Describe trends in company outsourcing
ACQ 315.U06.01.03	Describe how company finances are affected using supplier management
ACQ 315.U06.01.04	Describe prime contractor support for subcontractors
ACQ 315.U06.01.05	Assess risks and financial considerations for various make-buy decisions to include company motivation to outsource scope.
ACQ 315.U06.01.06	Describe a general Supply Chain process
<b>ACQ 315.U07.01</b>	<b>Students will assess opportunities and constraints companies weigh in prioritizing market opportunities, B&amp;P resourcing, teaming, and strategy.</b>
ACQ 315.U07.01.01	Compare potential strategies for achieving corporate business development goals and objectives.
ACQ 315.U07.01.02	Describe the factors a company evaluates to determine its competitive position.
ACQ 315.U07.01.03	Describe the process for assessing the general economic environment influencing the defense market used in developing the company's annual operating plan (AOP).
ACQ 315.U07.01.04	Use externally available financial metrics to identify key areas for benchmarking against the competition.
ACQ 315.U07.01.05	Explain the potential impact of adjacency growth strategy on company performance.
ACQ 315.U07.01.06	Evaluate an example of a company's Marketing and Opportunity Assessment phase , go-ahead criteria in competing for a new DoD program.
ACQ 315.U07.01.07	Explain differences between Bid & Proposal (B&P), independent Research & Development (IR&D), and company internal R&D funds used for business development.
ACQ 315.U07.01.08	Compare key elements of a company roadmap that match technology, market opportunities, and product deliverables to company strategic goals.
ACQ 315.U07.01.09	Explain the role of a market strategy in developing a business model, including use of teaming with other companies and strategic alliances.
ACQ 315.U07.01.10	Describe the phases of industry business development and how companies engage Government during those phases.
ACQ 315.U07.01.11	Identify communication tools available to promote company business strategies with the Government that help influence program requirements.
<b>ACQ 315.U07.02</b>	<b>Students will evaluate a company capture planning bid/no-bid decision process and an RFP response from the proposal development process.</b>
ACQ 315.U07.02.01	Describe companies' methods of gathering business intelligence , including information on the Government's budget and funding profiles, to gain a competitive advantage.
ACQ 315.U07.02.02	Describe and evaluate Bid-No Bid and ROI criteria used during the capture phase.
ACQ 315.U07.02.03	Evaluate partnering strategy and decision process to propose as a prime, join a team, or offer a competitor an opportunity to join as a subcontractor.
ACQ 315.U07.02.04	Compare proposal strategy and impacts between a lowest-cost, marginally compliant solution, a capability-satisfied solution, and a value-driven solution.
ACQ 315.U07.02.05	Describe how to construct a price-capability tradeoff profile and how the profile is used to compare competitors.
ACQ 315.U07.02.06	Explain how to conduct a price-to-win analysis including a description of customer data, competitive data, and company data used in the analysis
ACQ 315.U07.02.07	Explain general elements included in the company proposal development planning and execution process.
ACQ 315.U07.02.08	Explain a typical proposal response preparation sequence used by a defense company.
ACQ 315.U07.02.09	Compare purpose and outcomes from the "color" team review process.



# Objectives Sheet

## ACQ 315 - Understanding Industry

### Course Learning/Performance Objectives followed by enabling learning objectives

ACQ 315.U07.02.10	Describe a company's cost impacts for RFP responses.
<b>ACQ 315.U08.01</b>	<b>Students will apply the strategies defense companies use to incentivize their workforce at various levels.</b>
ACQ 315.U08.01.01	Identify key financial metrics that influence industry behavior in dealings with DoD acquisition personnel
ACQ 315.U08.01.02	Describe how the key financial metrics influence employee compensation and rewards and can influence industry behavior at all levels of the corporation
ACQ 315.U08.01.03	Explain how various contract types & incentives might drive industry behavior
ACQ 315.U08.01.04	Assess the limitations of different contract incentives.
ACQ 315.U08.01.05	Identify what (and how) incentives can impact program planning and execution and future acquisitions
ACQ 315.U08.01.06	Evaluate how Government actions can affect company financial metrics and be leveraged into a Win -Win situation for both the company and the Government
ACQ 315.U08.01.07	Explain warning signs of company behavior that may precede future performance problems and address potential mitigating strategies
ACQ 315.U08.01.08	Select the right contract type to match contractor cost responsibility and associated risk.
ACQ 315.U08.01.09	Describe the characteristics of a high-quality contract.
ACQ 315.U08.01.10	Describe examples of Government actions that affect company planned financial revenue forecasts (e. g., changing requirements, data rights, and funding constraints).
<b>ACQ 315.U09.01</b>	<b>Students will develop a company negotiating strategy using business acumen tools that promotes a fair profit and better taxpayer deal.</b>
ACQ 315.U09.01.01	Identify negotiation process basics.
ACQ 315.U09.01.02	Identify different types of negotiations.
ACQ 315.U09.01.03	Describe negotiating strategy options.
ACQ 315.U09.01.04	Explain the importance of pre-negotiation assessment for both Government and company interests.
ACQ 315.U09.01.05	Given a pre-negotiation assessment, identify opportunities for mutual gain.
ACQ 315.U09.01.06	Given a pre-negotiation assessment, identify barriers to agreement.
ACQ 315.U09.01.07	Determine objective criteria for negotiation leading to agreement in the "Zone Of Potential Agreement (ZOPA)"
ACQ 315.U09.01.08	Explain the difficulty of reaching agreement when employing positional negotiations.
ACQ 315.U09.01.09	Describe the importance of a "Best Alternative To Negotiated Agreement (BATNA)" in negotiations.
ACQ 315.U09.01.10	Identify different contract types that affect strategy selection and expected outcomes.
ACQ 315.U09.01.11	Explain the importance of adhering to a sequential negotiating process to preclude negative impact to acceptable terms and conditions.
<b>ACQ 315.U10.01</b>	<b>Given a company financial situation and market segment, students will evaluate the company's annual decisions to "meet the numbers".</b>
ACQ 315.U10.01.01	Appraise ratio and trend analysis applications from financial statements.
ACQ 315.U10.01.02	Evaluate operational budget development and application of cost management techniques.
ACQ 315.U10.01.03	Appraise risk and return considerations applied to capital budgeting.
ACQ 315.U10.01.04	Assess company risk and opportunity management considerations based on key financial ratios and parameters.
ACQ 315.U10.01.05	Explain industry management team pressures to "make their numbers."
ACQ 315.U10.01.06	Assess critical financial parameters of profitability and predictability that drive company decisions:
ACQ 315.U10.01.07	Explain financial impacts from inventory and asset management.
ACQ 315.U10.01.08	Explain importance of new orders/backlog to forecast projections and quarterly/annual reporting.
ACQ 315.U10.01.09	Explain working capital management and financing impacts and importance.
ACQ 315.U10.01.10	Evaluate effect of both Government and company decisions/actions on a company's business strategies and financial capability assessments.
ACQ 315.U10.01.11	Evaluate the relationships of the business processes used by the company in its day-to-day operations.
ACQ 315.U10.01.12	Evaluate the inter-relationships between the Government contractor and Government customer.
ACQ 315.U10.01.13	Assess corporation financial profiles to compare their financial health.