



Objectives Sheet

BCF 110 - Fundamentals of Business Financial Management

Course Learning/Performance Objectives followed by enabling learning objectives

BCF 110.U01.01	Identify the key drivers of the Joint Capabilities Integration and Development System (JCIDS).
BCF 110.U01.01.01	Identify the JCIDS implications for financial management.
BCF 110.U01.01.02	Identify the principle products of the JCIDS process.
BCF 110.U01.01.03	Identify the key steps in the requirements generation process.
BCF 110.U01.01.04	Identify the key players in the JCIDS process.
BCF 110.U01.01.05	Recognize how the JCIDS process relates to the Defense Acquisition System and the PPBE decision support process.
BCF 110.U01.02	Interpret the purpose or intent of all applicable instructions, policies, and guidance important to Defense Acquisition.
BCF 110.U01.02.01	Identify the purpose of the Joint Capabilities Integration and Development System (CJCSI 3170.01) in acquisition.
BCF 110.U01.02.02	Identify the intent of the "Defense Acquisition System Directive" (DoDI 5000.01).
BCF 110.U01.02.03	Identify the intent of the "operation of the Defense Acquisition System Directive" (DoDI 5000.02).
BCF 110.U01.02.04	Identify the milestone criteria for MDAP and MAIS programs as described in the DoDI 5000.02
BCF 110.U01.03	Identify the key drivers of the Defense Acquisition System.
BCF 110.U01.03.01	Identify the DAS implications for financial management.
BCF 110.U01.03.02	Identify the key players of the Defense Acquisition System (DAS).
BCF 110.U01.03.03	Identify the objectives of each Acquisition Phase.
BCF 110.U01.03.04	Recognize the relationship between the acquisition phases and appropriations.
BCF 110.U01.03.05	Recognize how the financial manager supports development of the Acquisition Strategy.
BCF 110.U01.03.06	Identify the cost, schedule, and performance elements of the Acquisition Program Baseline (APB).
BCF 110.U01.03.07	Recognize how APB objectives and thresholds are established and tracked.
BCF 110.U01.03.08	Recognize the criteria for reporting APB breaches.
BCF 110.U01.03.09	Recognize risk (cost/schedule/performance) in the context of System Acquisition Management.
BCF 110.U01.03.10	Identify the decision support cycles of the Defense Acquisition System.
BCF 110.U01.03.11	Identify the relationship of the DAS to the JCIDS and PPBE decision support process.
BCF 110.U01.03.12	Recognize the elements of System Acquisition Management.
BCF 110.U01.04	Identify the key drivers of the Planning, Programming, Budgeting, and Execution (PPBE) System.
BCF 110.U01.04.01	Identify the purpose of the Planning, Programming, Budgeting, and Execution (PPBE) process.
BCF 110.U01.04.02	Identify the relationship of the PPBE process to DAS .
BCF 110.U01.04.03	Recognize how the DoD PPBE system functions as DoD's budget and resource allocation planning tool.
BCF 110.U01.04.04	Recognize the phases of the PPBE process.
BCF 110.U01.04.05	Identify how the elements of the PPBE process relate to one another.
BCF 110.U01.05	Recognize the statutory and regulatory requirements that impact program budget planning and formulation.
BCF 110.U01.05.01	Identify how OMB Circulars (No. A-11 and A-123) provide instruction on the preparation and submission of the budget estimates.
BCF 110.U01.05.02	Identify how OMB Circulars (No. A-11 and A-123) provide instruction on Management's Responsibility for Internal Control of budget preparation and submission processes.
BCF 110.U02.01	Determine how the financial manager (FM) supports the program manager (PM) throughout the acquisition life cycle.
BCF 110.U02.01.01	Identify how the financial manager supports the program manager in the development of the Acquisition Strategy.
BCF 110.U02.01.02	Identify the information the financial manager provides in the Acquisition Program Baseline (APB).
BCF 110.U02.01.03	Recognize the five decision support steps: state the problem, identify the alternatives, evaluate the alternatives, recommend a decision, and implement the decision.
BCF 110.U02.01.04	Identify how the financial manager supports the program manager in the decision support process.
BCF 110.U02.02	Recognize the ethical responsibilities required of financial managers (FMC).
BCF 110.U02.02.01	Identify the purpose of ethics in financial management.
BCF 110.U02.02.02	Identify when an ethics issue arises.
BCF 110.U02.02.03	Identify the criminal statutes and regulations relevant to ethics.
BCF 110.U02.02.04	Recognize the general ethics role of a supervisor in DoD.
BCF 110.U03.01	Recognize the purpose and outcomes of the DoD Planning process.



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BCF 110.U03.01.01	Identify the key documents/inputs associated with the DoD Planning process.
BCF 110.U03.01.02	Identify the purpose of the key documents/inputs associated with the DoD Planning process.
BCF 110.U03.01.03	Recognize how strategic planning informs the fiscal guidance.
BCF 110.U03.01.04	Recognize the key aspects of the PPBE Planning phase timeline
BCF 110.U03.01.05	Identify the principle players of the PPBE Planning Phase.
BCF 110.U04.01	Recognize the process for developing a life cycle cost estimate.
BCF 110.U04.01.01	Recognize the relationship between the Program Office Estimate (POE), the Independent Cost Estimate (ICE), the Component Cost Estimate (CCE) and the Cost Analysis Requirements Description (CARD).
BCF 110.U04.01.02	Identify how the program Life Cycle Cost Estimate (LCCE) is incorporated, by appropriation, into a properly-phased budget plan that extends the duration of the program.
BCF 110.U04.02	Recognize attributes of life cycle cost analysis.
BCF 110.U04.02.01	Recognize the difference between "Should Cost" and "Will Cost."
BCF 110.U04.02.02	Differentiate between Life Cycle Costs (LCC) and Total Ownership Costs (TOC).
BCF 110.U04.02.03	Identify the difference between cost savings and cost avoidance in regard to Total Ownership Costs (TOC).
BCF 110.U04.03	Recognize the attributes of affordability analysis.
BCF 110.U04.03.01	Identify the role "affordability" plays across the DoD Decision Support System.
BCF 110.U04.03.02	Identify the parameters of affordability analysis.
BCF 110.U04.04	Recognize how the Programming Guidance is developed.
BCF 110.U04.04.01	Recognize how Budget Controls (TOA) are generated.
BCF 110.U04.04.02	Recognize the financial manager's role in supporting the annual Service/Agency POM requirements data call.
BCF 110.U04.04.03	Recognize the process to develop programming guidance.
BCF 110.U04.05	Recognize how the Program Objective Memorandum (POM) is developed.
BCF 110.U04.05.01	Identify the primary inputs of the Programmatic phase.
BCF 110.U04.05.02	Identify the purpose and content of the Future Years Defense Program (FYDP)
BCF 110.U04.05.03	Recognize activities involved in determining the best way to satisfy objectives and fiscal constraints.
BCF 110.U04.05.04	Recognize the PPBE Programming phase timeline.
BCF 110.U04.05.05	Identify the principal players of the Programming phase.
BCF 110.U04.06	Recognize how the Service/Agency/COCOM POM Positions flow through the OSD Review process.
BCF 110.U04.06.01	Identify the programmatic process leading to the submission of the Program Objective Memorandum (POM) to OSD.
BCF 110.U04.06.02	Identify how Issue Nominations are processed by the OSD-CAPE Issue Teams.
BCF 110.U04.06.03	Recognize the process for how Issue Team recommendations flow through the OSD -CAPE to ultimately appear in Resource Management Decisions (RMDs).
BCF 110.U05.01	Recognize how the formulation of a program budget relates to the PPBE process.
BCF 110.U05.01.01	Identify the primary inputs of the Budgeting phase.
BCF 110.U05.01.02	Recognize the activities involved in the Budgeting phase (e.g. budget submission, OSD reviews).
BCF 110.U05.01.03	Identify input financial managers may provide to professional staff members , who support the PB submission, in the preparation of Congressional briefings.
BCF 110.U05.01.04	Recognize how RMDs shape the President's Budget (PB).
BCF 110.U05.01.05	Recognize the PPBE Budgeting timeline.
BCF 110.U05.01.06	Identify the principle players of the Budgeting phase.
BCF 110.U05.02	Recognize the process to prepare the program's budget plan.
BCF 110.U05.02.01	Recognize the reasons that acquisition programs may lose funding during the PPBE process.
BCF 110.U05.02.02	Recognize the significant issues that concern the OSD Budget Analyst during his /her review of budget justification documentation.
BCF 110.U05.02.03	Recall the characteristics of a good reclama or impact statement.
BCF 110.U05.02.04	Recognize the impact of timing on funding requirements.
BCF 110.U05.03	Recognize the statutory and regulatory requirements that impact program budget execution.
BCF 110.U05.03.01	Recognize the purpose of the Financial Management Regulation, 7000.14-R



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BCF 110.U05.03.02	Identify the funding policy (annual, incremental, or full) that applies to each of the five major appropriation categories of interest to the defense acquisition community (RDT&E, Procurement, O&M, MILCON, and MILPERS).
BCF 110.U05.03.03	Describe the three major funding policies used in the defense acquisition financial management community (annual, incremental, and full).
BCF 110.U05.03.04	Recognize situations where exceptions to the funding policies are appropriate for the major appropriation categories of RDT&E, Procurement, and O&M.
BCF 110.U05.03.05	Identify the most appropriate time-phased cost estimate and budget request for RDT&E funds for a given program description.
BCF 110.U05.03.06	Relate constant (base year) dollars and then year (current year) dollars to each other and to the preparation of program cost and budget estimates.
BCF 110.U05.03.07	Recognize the different applications of escalation and inflation indices.
BCF 110.U05.03.08	Recognize the policy and guidance from higher headquarters used during the budget formulation process.
BCF 110.U05.03.09	Recognize how the different RDT&E budget exhibits support the BES and President's Budget (PB) to ensure program plans are executable, justifiable, and defensible.
BCF 110.U05.03.10	Recognize how the different Procurement budget exhibits support the BES and President's Budget (PB) to ensure program plans are executable, justifiable, and defensible.
BCF 110.U05.04	Identify the role that DoD Financial Systems have as authoritative sources to support the PPBE budgeting phase.
BCF 110.U05.04.01	Recognize the roles and responsibilities of the players involved in the preparation and review of budget exhibits prior to their submission to Congress.
BCF 110.U05.04.02	Identify the purpose, content, and conditions requiring submission of the R-1 budget exhibit.
BCF 110.U05.04.03	Identify the purpose, content, and conditions requiring submission of the R-2 and R2a budget exhibits.
BCF 110.U05.04.04	Identify the purpose, content, and conditions requiring submission of the R-3 budget exhibit.
BCF 110.U05.04.05	Identify the purpose, content, and conditions requiring submission of the R-4 and R-4a budget exhibits.
BCF 110.U05.04.06	Identify the purpose, content, and conditions requiring submission of the P-1 budget exhibit.
BCF 110.U05.04.07	Identify the purpose, content, and conditions requiring submission of the P-40 and P-40a budget exhibit.
BCF 110.U05.04.08	Identify the purpose, content, and conditions requiring submission of the P-3a budget exhibit.
BCF 110.U05.04.09	Identify the purpose, content, and conditions requiring submission of the P-10 budget exhibit.
BCF 110.U05.04.10	Identify the purpose, content, and conditions requiring submission of the P-21 budget exhibit.
BCF 110.U05.04.11	Identify the purpose, content, and conditions requiring submission of the P-5 budget exhibit.
BCF 110.U05.04.12	Identify the purpose, content, and conditions requiring submission of the P-5a budget exhibit.
BCF 110.U06.01	Recognize the key roles and responsibilities of all parties involved in the Congressional Enactment Process.
BCF 110.U06.01.01	Identify the roles of key DoD and Service organizations that provide liaison to the Congressional committees during the budget enactment process.
BCF 110.U06.01.02	Identify the role the Treasury plays in the Congressional Enactment process.
BCF 110.U06.02	Recognize the Congressional Enactment Process.
BCF 110.U06.02.01	Recognize the Congressional Budget Enactment process, including the budget resolution, authorization, and appropriation.
BCF 110.U06.02.02	Recognize the Budget Resolution phase of the Congressional Budget Enactment process.
BCF 110.U06.02.03	Recognize the relationship of the Budget Resolution process to the Authorization and Appropriation phases.
BCF 110.U06.02.04	Recognize the Defense Authorization phase of the Congressional Enactment process.
BCF 110.U06.02.05	Recognize the relationship of the Defense Authorization process to the Appropriations phase.
BCF 110.U06.02.06	Recognize the Appropriations phase of the Congressional Budget Enactment process.
BCF 110.U06.02.07	Determine to whom and for what amount DoD may appeal committee marks under the general rule for appeals.
BCF 110.U06.03	Recognize the statutory and regulatory requirements that impact program budget formulation and execution.
BCF 110.U06.03.01	Recognize the purpose of the National Defense Authorization Act (NDAA).
BCF 110.U06.03.02	Recognize when a Continuing Resolution is required.
BCF 110.U06.03.03	Recognize what a Continuing Resolution provides.
BCF 110.U06.03.04	Identify the restrictions a Continuing Resolution places on program operations.
BCF 110.U06.03.05	Recognize when a program is considered to be a "New Start."
BCF 110.U07.01	Recognize the regulations and policies that govern the use of the Defense Working Capital Funds (DWCF).
BCF 110.U07.01.01	Identify the purpose of the Defense Working Capital Fund.
BCF 110.U07.01.02	Identify the criteria in order for a business activity to be included in the Working Capital Fund.



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Course Learning/Performance Objectives followed by enabling learning objectives

BCF 110.U07.02	Recognize the rules and laws associated with the execution of DoD appropriations.
BCF 110.U07.02.01	Recognize the criteria for determining Expense and Investment Cost.
BCF 110.U07.02.02	Identify the purpose(s) for which each of the major appropriation categories of interest to the defense acquisition community (RDT&E, Procurement, O&M, MILCON, and MILPERS) may be used.
BCF 110.U07.02.03	Identify the proper appropriation used to fund each of the three phases (development, production, and installation) of a product improvement effort.
BCF 110.U07.02.04	Identify when an appropriation is current, expired, or cancelled.
BCF 110.U07.02.05	Recognize the rules governing the use of funds during each of the three phases of an appropriation's life-cycle.
BCF 110.U07.02.06	Recognize the DoD rules governing commitments.
BCF 110.U07.03	Recognize the resource Apportionment process.
BCF 110.U07.03.01	Recognize how a defense acquisition program receives budget authority through the apportionment process.
BCF 110.U07.03.02	Recall the rules for the use of the deferral and rescission provisions of the Budget and Impoundment Control Act of 1974.
BCF 110.U07.04	Recognize the various processes and procedures that are required to execute DoD appropriations.
BCF 110.U07.04.01	Identify the purposes and contents of obligation plans and expenditure plans.
BCF 110.U07.04.02	Recognize when and how an acquisition program may be impacted by unfavorable execution of its obligation and expenditure plans.
BCF 110.U07.04.03	Identify the purpose and contents of the Contract Funds Status Report (CFSR).
BCF 110.U07.04.04	Recognize the DoD rules governing obligations.
BCF 110.U07.04.05	Recognize the purpose of Mid-Year reviews.
BCF 110.U07.04.06	Recognize the various categories of reprogramming, including the approval authorities and the types of reprogramming actions covered by each category.
BCF 110.U07.04.07	Identify the threshold amounts and level of control for each appropriation category for below-threshold reprogramming.
BCF 110.U07.05	Recognize funds issues or reconciliation problems associated with funds disbursement.
BCF 110.U07.05.01	Recognize financial manager's role in deobligating funds.
BCF 110.U07.05.02	Recognize the financial manager's role in resolving unmatched disbursements.
BCF 110.U07.05.03	Recognize the financial manager's role in contract reconciliation.
BCF 110.U07.05.04	Identify the responsibilities of the financial manager in the Triannual Review (TAR) process.
BCF 110.U07.05.05	Recognize the financial manager's role in reconciling invoices.
BCF 110.U07.05.06	Recognize the financial manager's role in reconciling travel.
BCF 110.U07.05.07	Recognize the financial manager's role in reconciling monthly DFAS data.
BCF 110.U07.05.08	Recognize the financial manager's role in reconciling end-of-year DFAS data.
BCF 110.U07.05.09	Recognize funds issues and reconciliation problems associated with Fiscal Year Close-Out.
BCF 110.U08.01	Recognize the Federal Financial Management regulations, policies, and procedures that are required to effectively execute funds appropriated by Congress within the purpose, time, and authority for the amounts authorized.
BCF 110.U08.01.01	Recognize the Funds Execution process.
BCF 110.U08.01.02	Recognize the problems that may arise during the Funds Execution process.
BCF 110.U08.01.03	Identify the different types of incoming and outgoing funding documents (e.g., Service agreements, project orders, and Economy Act orders).
BCF 110.U08.01.04	Differentiate between direct cite and reimbursable documents.
BCF 110.U08.01.05	Recognize the key elements of a line of accounting.
BCF 110.U09.01	Recognize fiscal laws and common violations.
BCF 110.U09.01.01	Recognize the three DoD fiscal laws by which financial managers abide.
BCF 110.U09.01.02	Identify violations of the Purpose Statute, the Antideficiency Act, and the Bona Fide Need Rule.
BCF 110.U09.01.03	Identify the concepts and resolution process for Fiscal Law violations.
BCF 110.U09.01.04	Recognize the ethical responsibilities of Financial Managers.
BCF 110.U09.01.05	Recognize the consequences of ethics violations.
BCF 110.U10.01	Recognize the Defense Acquisition Executive Summary (DAES), the Selected Acquisition Report (SAR), and the Unit Cost Report (UCR).
BCF 110.U10.01.01	Identify the financial inputs that are provided by the Selected Acquisition Report (SAR).



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BCF 110.U10.01.02	Identify the financial inputs that are provided by the Defense Acquisition Executive Summary (DAES).
BCF 110.U10.01.03	Identify the purpose of the Unit Cost Report (UCR).
BCF 110.U10.01.04	Identify the purpose of the Defense Acquisition Management Information Retrieval (DAMIR).
BCF 110.U10.01.05	Identify the various financial management concepts, policies, and principles that support DoD/Agency audit readiness and ensure adherence to auditing guidelines.
BCF 110.U10.02	Recognize the concepts and organizations governing Audit Readiness.
BCF 110.U10.02.01	Identify the internal controls necessary to support DoD/Agency audit readiness.
BCF 110.U10.02.02	Recognize the role of the Defense Contract Audit Agency (DCAA), and other agencies, in DoD audit processes.
BCF 110.U10.02.03	Recognize the roles and responsibilities of all audit participants.
BCF 110.U10.02.04	Identify the role of business systems in the audit process.
BCF 110.U10.02.05	Recognize the key elements of a financial statement audit.
BCF 110.U10.03	Understand the role of the Financial Manager in Audit Readiness.
BCF 110.U10.03.01	Identify the purpose of the Manager's Internal Control Program (MICP).
BCF 110.U10.03.02	Identify the purpose of Financial Improvement and Audit Readiness (FIAR) Programs.
BCF 110.U10.03.03	Identify criteria for developing corrective action plans to correct financial control weaknesses and concerns identified in audit reports or other sources.
BCF 110.U10.03.04	Identify the program documentation necessary to support audit reviews.