Objectives Sheet

PMT 4010 - Program Management Course

Course Learning/Performance Objectives followed by enabling learning objectives

PMT 4010.U01.01	**Develop the capacity of the program personnel to thrive in an environment of complexity and change. (LEADERSHIP/MANAGEMENT)**
PMT 4010.U01.01.01	Examine how to replicate successful practices, processes, and frameworks throughout an organization.
PMT 4010.U01.01.02	Defend a communication plan meant to support all program stakeholders.
PMT 4010.U01.01.03	Determine appropriate actions to manage or resolve conflict in a constructive manner.
PMT 4010.U01.01.04	Compare organizations that operate with diversity and individual differences to attain desired outcome
PMT 4010.U01.01.05	Assess various approaches to hold the entire team accountable for high-quality and timely results.
PMT 4010.U01.01.06	Synthesize the impact of their decision making on their program and stakeholders.
PMT 4010.U01.01.07	Discuss approaches to build team commitment, pride, and trust.
PMT 4010.U01.01.08	Build leadership capacity in self.
PMT 4010.U01.01.09	Create an innovative solution to an existing, relevant problem through interative collaboration with a program team (i.e. PMO, PEO, user, other stakeholders).
PMT 4010.U01.01.10	Determine and demonstrate the use of questions to support team development and improve program outcomes.
PMT 4010.U01.01.11	Create and articulate a compelling vision with a clear sense of purpose ensuring program outcome alignment.
PMT 4010.U01.02	**Lead the workforce toward enhancing personal and professional skills. (LEADERSHIP/MANAGEMENT)**
PMT 4010.U01.02.01	Judge team performance against established expectations.
PMT 4010.U01.02.02	Formulate constructive feedback and provide to the team.
PMT 4010.U01.02.03	Value creative tension and difference of perspective to enhance potential solution considerations.
PMT 4010.U01.02.04	Interpret changing strategic conditions and influence subordinates and team member alignment.
PMT 4010.U01.02.05	Apply steps that you could take to develop both individuals and teams to improve collaboration to achieve better program outcomes.
PMT 4010.U01.02.06	Create a culture of teamwork and collaboration in the program office.
PMT 4010.U01.02.07	Assess how an individual's emotional intelligence elements impacts one's leadership style.
PMT 4010.U01.02.08	Demonstrate the ability to self reflect and create plan or strategy to address areas of focus or improvement.
PMT 4010.U01.02.09	Demonstrate competence and confidence to lead a team through organizational change.
PMT 4010.U01.03	**Influence the governance processes to support successful program planning and execution. (GOVERNANCE)**
PMT 4010.U01.03.01	Evaluate, assess and apply governance governance processes at the program level.
PMT 4010.U01.03.02	Evaluate, assess and determine mitigation approaches for identified process issues at the project or program level.
PMT 4010.U01.03.03	Evaluate, assess and determine mitigation plans for identified change management issues at project or program level.
PMT 4010.U01.03.04	Evaluate, assess and determine mitigation plans for identified change management issues at project or program level.
PMT 4010.U01.03.05	Assess policy changes and their relevance to a program.
PMT 4010.U01.03.06	Originate strategy for establishing program level performance data that supports program or portfolio decision points.
PMT 4010.U01.04	**Assess the necessary team behaviors and skills that contribute to achieving program outcomes. (WORKFORCE DEVELOPMENT)**
PMT 4010.U01.04.01	Develop a self and organizational practice of reflective learning.
PMT 4010.U01.04.02	Identify individual team member's skills, behaviors, and growth areas.
PMT 4010.U01.04.03	Evaluate, assess and synthesize the use of the appropriate tools to apply to support team development.
PMT 4010.U01.04.04	Determine an appropriate coaching framework to develop future leaders.
PMT 4010.U01.04.05	Evaluate current processes used for organizational learning and development.
PMT 4010.U01.04.06	Assess personal improvement models, frameworks, tools, appropriate to employ in your workforce development efforts.
PMT 4010.U01.04.07	Assess skills and abilities of your individual team members necessary to achieve program success.
PMT 4010.U01.04.08	Choose mentoring and training programs based on identified skill and behavior gaps of individual team members.
PMT 4010.U01.05	**Engage appropriate thinking models to solve program problems and reach desired solutions. (THINKING)**
PMT 4010.U01.05.01	Apply a Problem Solving model to decision making. (examples: define the problem, create alternatives, define and apply decision criteria, select, plan, and demonstrate competence)
PMT 4010.U01.05.02	Guide a team to resolve a thinking challenge or dilemma.
PMT 4010.U01.05.03	Survey results from various teams and integrate solutions to address broader organizational challenges.
PMT 4010.U01.05.04	Evaluate decisions made to determine they achieved intended outcome(s).
PMT 4010.U01.05.05	Judge the relative value of multiple perspectives to decide course(s) of action.

Course Learning/Performance Objectives followed by enabling learning objectives

PMT 4010.U01.05.06	Appraise possible outcomes based on plausible future scenarios.
PMT 4010.U01.05.07	Synthesize the use of various thinking models to resolve program and program office dilemmas . (examples: the Design Thinking Method, the Critical Thinking Model (Paul & Elder))
PMT 4010.U01.05.08	Examine and make adjustment to improve how one thinks about their thinking.
PMT 4010.U01.06	**Develop an executable Acquisition approach aligned with customer need and available resources that leverages innovation. (CAPABILITIES INTEGRATION)**
PMT 4010.U01.06.01	Identify applicable risks and opportunities and associated mitigation or pursue strategies.
PMT 4010.U01.06.02	Evaluate and assess applicable risks and opportunities for necessary planning and execution handling approaches.
PMT 4010.U01.06.03	Identify the appropriate acquisition path in accordance with policy and statue.
PMT 4010.U01.06.04	Assess and select current policies, statutes, and best practices from a stakeholder perspective in the acquisition approach.
PMT 4010.U01.06.05	Examine a budget profile integrated with work packages and supporting a program acquisition strategy.
PMT 4010.U01.06.06	Devise a change control plan to integrate changing requirements or innovations within the program baseline.
PMT 4010.U01.06.07	Describe how the Acquisition Strategy supports decision/status reviews.
PMT 4010.U01.06.08	Evaluate and determine work package detail necessary to allow potential offerors to propose to the scope of the work.
PMT 4010.U01.06.09	Synthesize user-identified requirements and technology availability and provide potential executable outcomes.
PMT 4010.U01.06.10	Conduct business case analyses to support decisions.
PMT 4010.U01.06.11	Defend why the chosen acquisition approach delivers the capability rapidly and consistently with requirements.
PMT 4010.U01.06.12	Explain the impact of intellectual property considerations on the development and sustainment of your project or program.
PMT 4010.U01.06.13	Evaluate the appropriate intellectual property rights needed for an acquisition program.
PMT 4010.U01.06.14	Justify work packages to allow sufficiently rapid delivery of capability.
PMT 4010.U01.06.15	Evaluate the impact of security (cybersecurity, supply chain, etc.) requirement on the acquisition approach
PMT 4010.U01.06.16	Assess the application of statute and policy and its impact on the acquisition approach.
PMT 4010.U01.06.17	Defend execution of innovative acquisition strategies against predicted milestones.
PMT 4010.U01.06.18	Evaluate and assess whether an integrated program schedule that can be executed within resource constraints.
PMT 4010.U01.06.19	Analyze, evaluate and determine the type and level of detail of decision documents and which of them are actually needed.
PMT 4010.U01.06.20	Assess and evaluate International Acquisition and Exportability (IA&E) concepts, policies, and best practices in DoD acquisition efforts throughout the life-cycle.
PMT 4010.U01.07	**Integrate the program to align with the portfolio's ability to achieve operational and strategic objectives. (CAPABILITIES INTEGRATION)**
PMT 4010.U01.07.01	Review the program's Adaptive Acquisition Framework (AAF) approaches to ensure alignment with the portfolio acquisition strategy.
PMT 4010.U01.07.02	Assess progress towards achieving program objectives.
PMT 4010.U01.07.03	Analyze the current strategic environment using appropriate tools to support strategic initiatives.
PMT 4010.U01.07.04	Synthesize performance metrics to determine the ability to achieve organizational objectives.
PMT 4010.U01.07.05	Defend the allocation of people, facility, and monetary resource to meet project or program goals.
PMT 4010.U01.08	**Build a trusted relationship with industry counterparts. (INDUSTRY ENGAGEMENT)**
PMT 4010.U01.08.01	Compare and contrast the difference between motivators in public service and profit incentive organizations.
PMT 4010.U01.08.02	Compare and contrast the difference in motivations for different companies in the defense sector.
PMT 4010.U01.08.03	Synthesize team inputs for the Contractor Performance Assessment Report (CPAR) assessment/rating.
PMT 4010.U01.08.04	Differentiate how industry views CPARs and how program manager's assessments impact industry behaviors
PMT 4010.U01.08.05	Assess the impact of building trust relationships on industry partners.
PMT 4010.U01.08.06	Establish contract performance metrics consistent with contract expectations based on team inputs.
PMT 4010.U01.08.07	Develop strategies to build trust with industry.
PMT 4010.U01.08.08	Recommend necessary strategies and processes to retain or grow the industrial base.
PMT 4010.U01.09	**Develop processes to foster increased Government-Industry partnership. (INDUSTRY ENGAGEMENT)**
PMT 4010.U01.09.01	Evaluate industry business strategies and determine the impact of acquisition approaches on those strategies.
PMT 4010.U01.09.02	Determine how industry standards and practices vice military standards and processes can be used to enhance capability development efforts.
PMT 4010.U01.09.03	Assess industry challenges in optimizing prime/sub contractor relationships and decisions in the supply chain.
PMT 4010.U01.09.04	Interpret sources of conflict between industry and the government regarding types of intellectual property.

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PMT 4010.U01.09.05	Judge the impact of government timeline decisions on industry's ability to respond or support
PMT 4010.U01.09.06	Develop acquisition strategies appropriate to support the industrial base and government requirements.
PMT 4010.U01.09.07	Assess the impact of the industrial base health on the success of the project or program.
PMT 4010.U01.10	**Ascertain the driving forces of stakeholders in order to shape program outcomes. (STAKEHOLDER ENGAGEMENT)**
PMT 4010.U01.10.01	Evaluate, assess and synthesize media related policies and best practices in a strategic communication plan
PMT 4010.U01.10.02	Create strategic communication strategy/plan and demonstrate application to stakeholder engagement.
PMT 4010.U01.10.03	Examine the environment external to an acquisition program simultaneously from (including) historical, current and future perspectives.
PMT 4010.U01.10.04	Analyze the degree to which key program stakeholder's influence, power and interest affect the program.
PMT 4010.U01.10.05	Evaluate and select an appropriate communication strategy/plan to facilitate engagement with each key program stakeholder.
PMT 4010.U01.10.06	Negotiate creative options and agreements that meet the interests of all parties