

Acquisition Business Management Pre-Course

Course Overview

Acquisition Business Management Pre-Course

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Approximate Length: 21 hours

Welcome to the BCF 211 Pre-Course. This is the web-based portion of the Acquisition Business Management Course. The objective of this portion of the course is to ensure that all students who enter the classroom portion possess sufficient grasp of concepts and procedures to apply them in class exercises. Successful completion of these exercises requires that students have mastered and retained core knowledge objectives. The pre-course exams constitute one of five graded deliverables in the course that must be completed in order to graduate. The other four deliverables will be completed in the resident portion.

In order to attend the resident portion of the course, this pre-course **MUST** be completed no later than 4:00PM Eastern Time on Thursday, 11 days before the Monday start of the resident portion. The actual date of this deadline for your particular offering is stated in the Course Welcome e-mail you received upon enrollment.

Acquisition Business Management Pre-Course (2 of 2)

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This course consists of 10 modules:

1. Cost Analysis Module (2 hours, 20 minutes)
 2. Developing the Program Budget Module (3 hours, 30 minutes)
 3. Fixed-Priced Contracts Module (40 minutes)
 4. Cost Reimbursement Contracts Module (30 minutes)
 5. Earned Value Module (1 hour)
 6. Planning, Programming, and Budget System Module (5 hours, 45 minutes)
 7. Budget Exhibits Module (2 hours, 20 minutes)
 8. Congressional Enactment Module (3 hours, 40 minutes)
 9. Program Execution Module (2 hours, 5 minutes)
 10. Acquisition Strategy and Contract Execution Module (1 hour, 40 minutes)
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Course Components

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This pre-course includes two components:

- Review Materials.
 - Selected course material from BCF 103 are available for your review. They correspond to the BCF 211 learning objectives. You may review these materials at any time before or after taking the on-line exams. You may also review any course materials from previous courses, but keep in mind that some material may have changed since you took those courses.
 - You can access the review materials by clicking on a topic from the menu on the left side of this screen.
 - Exams.
 - You must pass three exams, each containing between 18 and 21 questions.
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Course Procedures (1 of 2)

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You must complete this pre-course to attend the resident portion of the course. If you are unable to do so, you will be automatically disenrolled and will have to re-register for another offering.

You may use any resources (e.g., previous course materials, relevant websites, advice from your supervisor, etc.) to help you prepare for the exams. The resources provided within this courseware may be reviewed on-line or printed through your Internet browser.

Please note the pre-course is NOT a separate course (i.e., no separate completion certificate) and is 'connected' to the resident offering for which you registered.

Course Procedures (2 of 2)

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Each exam should take you one hour to complete, although you may take more or less time depending on your individual circumstances. Here are the rules for taking a exam:

- You must start with Exam 1.
 - If you missed any questions on the exam, you will be directed to the resources to review those topics. You will be re-examined only on the topics you missed.
 - You must answer all exam questions correctly to pass an exam.
 - You are allowed three attempts on each exam. If you have not demonstrated mastery after three tries on any exam, you will be disenrolled from this pre-course. Use each attempt wisely.
 - You should pass each exam before beginning the next exam.
 - If you need assistance, contact your course instructor via the e-mail address or telephone number provided on your "Course Welcome" message (e-mail).
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Course Content Areas (1 of 3)

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Listed on the following pages are the content areas covered in each of the three exams. Each exam item corresponds to a specific learning objective. Click the learning objectives icon to review the learning objectives related to each exam.

Exam 1: Cost Analysis, Budget Formulation, and Contract Types

- Affordability
- Cost as an Independent Variable (CAIV)
- Cost Estimating and Review
- Cost Estimating Methods
- Learning Curve Theory
- Appropriations
- Funding Product Improvement
- Funding Policies
- Escalation
- Fixed Price Contracts (and Budget Impacts)

- Cost Reimbursement Contracts (and Budget Impacts)



Exam 1: Cost Analysis, Budget Formulation, and Contract Types (Learning Objectives)

- Describe the basic concepts of affordability and the philosophy of Cost as an Independent Variable (CAIV)
- Identify when and why each of the following documents is required for ACAT I and ACAT IA acquisition programs: Life-Cycle Cost Estimate, Economic Analysis, Component Cost Analysis, Independent Cost Estimate, and Cost Analysis Requirements Description.
- Define the roles, responsibilities and perspectives of the organizations that participate in the cost estimating and review process.
- Define each of the following cost estimating methods: analogy, parametric, engineering, and actual costs.
- Determine the cost estimating method most appropriate for use in a given situation.
- Estimate the learning curve for a production process and the number of labor hours required for a future production unit.
- 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.
- 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).
- Describe the three major funding policies used in the defense acquisition financial management community (annual, incremental and full).
- Recognize situations where exceptions to the funding policies are appropriate for the major appropriation categories of RDT&E, Procurement and O&M.
- Identify the most appropriate time-phased cost estimate and budget request for RDT&E funds for a given program description.
- Identify the most appropriate time-phased cost estimate and budget request for Procurement funds for a given program description.
- Identify the proper appropriation used to fund each of the three phases (development, production, and installation) of a product improvement effort.
- Relate constant (base year) dollars and then year dollars to each other and to the preparation of program cost and budget estimates.
- Identify the characteristics of each of these types of fixed-price contracts: firm fixed-price, Fixed-Price- economic price adjustment, and fixed-price incentive, (firm target).
- Identify the budgeting policy for each of these types of fixed-priced contracts: firm fixed-price, Fixed-Price- economic price adjustment, and fixed-price incentive, (firm target).
- Identify the characteristics of each of these types of cost-reimbursable contracts: cost plus fixed fee, cost plus award fee, and cost plus incentive fee.
- Identify the budgeting policy for each of these types of cost-reimbursable contracts: cost plus fixed fee, cost plus award fee, and cost plus incentive fee.

Course Content Areas (2 of 3)

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Exam 2: Earned Value, PPBE, and Budget Exhibits

- Earned Value Management Principles
- Planning, Programming, Budgeting & Execution (PPBE) System
 - Planning Phase
 - Programming Phase
 - Budgeting Phase
 - Execution Review
- Budget Exhibits (RDT&E and Procurement)



Exam 2: Earned Value, PPBE, and Budget Exhibits (Learning Objectives)

- Identify the purpose of Earned Value Management (EVM) and its application to various types of contracts.
- Describe how Earned Value data can be used to estimate the budget requirements of a contract.
- Explain the Planning, Programming, Budgeting, and Execution (PPBE) process, to include the relationship of each phase to the systems acquisition process.
- Recall the primary purpose of each of the three phases of the PPBE process.
- Identify the inter-relationship between PPBE and the Defense Acquisition System.
- Identify the principal players, major activities, timeline, and primary inputs and products of the Planning phase of PPBE.
- Identify the principal players, major activities, timeline, and primary inputs and products of the Programming phase of PPBE.
- Identify the principal players, major activities, timeline, and primary inputs and products of the Budgeting phase of PPBE.
- Recognize the significant issues that concern the OSD Budget Analyst during his/her review of budget justification documentation.
- Recognize reasons that acquisition programs may lose funding during the PPBE process.
- Recall the characteristics of a good reclama or impact statement.
- Identify the purpose, content and conditions requiring submission of the R-1 budget exhibit.
- Identify the purpose, content and conditions requiring submission of the R-2 and R-2a budget exhibits.
- Identify the purpose, content and conditions requiring submission of the R-3 budget exhibit.
- Identify the purpose, content and conditions requiring submission of the R-4 and R-4a budget exhibits.
- Identify the purpose, content and conditions requiring submission of the P-1 budget exhibit.
- Identify the purpose, content and conditions requiring submission of the P-40 and P-40a budget exhibits.

- Identify the purpose, content and conditions requiring submission of the P-3a budget exhibit.
- Identify the purpose, content and conditions requiring submission of the P-5 budget exhibit.
- Identify the purpose, content and conditions requiring submission of the P-5a budget exhibit.
- Identify the purpose, content and conditions requiring submission of the P-21 budget exhibit.

Course Content Areas (3 of 3)

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Exam 3: Congressional Enactment and Program Execution

- Congressional Enactment
 - Budget Resolution Phase
 - Authorization Phase
 - Appropriations Phase
 - Appeals and other Enactment Issues
 - Oversight Reports
- Program Execution
 - Evaluating Budget Execution
 - Commitments, Obligations and Expenditures
 - Fiscal Law
 - Reprogramming
 - Contract Execution Considerations
 - SOW and SOO



Exam 3: Congressional Enactment, Program Execution (Learning Objectives)

- Identify the roles of key DoD and Service organizations that provide liaison to the congressional committees during the budget enactment process.
- Describe the budget resolution phase of the congressional budget enactment process.
- Describe the authorization phase of the congressional budget enactment process.
- Describe the appropriations phase of the congressional budget enactment process.
- Determine to whom and for what amount DOD may appeal a committee mark under the general rules of appeal to congressional marks.
- Recognize when a Continuing Resolution is required, what it provides and what restrictions it places on program operations.
- Identify the purpose, applicability, and frequency of submission of the Selected Acquisition Report, Unit Cost Report and Defense Acquisition Executive Summary.
- Identify the purposes and contents of obligation plans and expenditure plans.
- Recognize when and how an acquisition program may be impacted by unfavorable execution of its obligation and expenditure plans.

- Identify the purpose and contents of the Contract Funds Status Report (CFSR).
- Describe the DoD rules governing commitments.
- Describe the DoD rules governing obligations.
- Identify when an appropriation is current, expired, or cancelled.
- Identify violations of the Misappropriation Act, the Anti-deficiency Act, and the Bona Fide Need Rule.
- Recognize the various categories of re-programmings, including the approval authorities and the types of reprogramming actions covered by each category.
- Describe the rules governing the use of funds during each of the three phases of an appropriation's life-cycle.
- Identify the threshold amounts and level of control for each appropriation category for below-threshold reprogramming.
- Identify the aspects of the acquisition strategy relevant to financial management.
- Recognize the sections of the uniform contract format that contain information relevant to financial management.
- Identify the purpose of the Statement of Work and the Statement of Objectives.
- Recognize when a program is considered to be a "New Start".

Navigation

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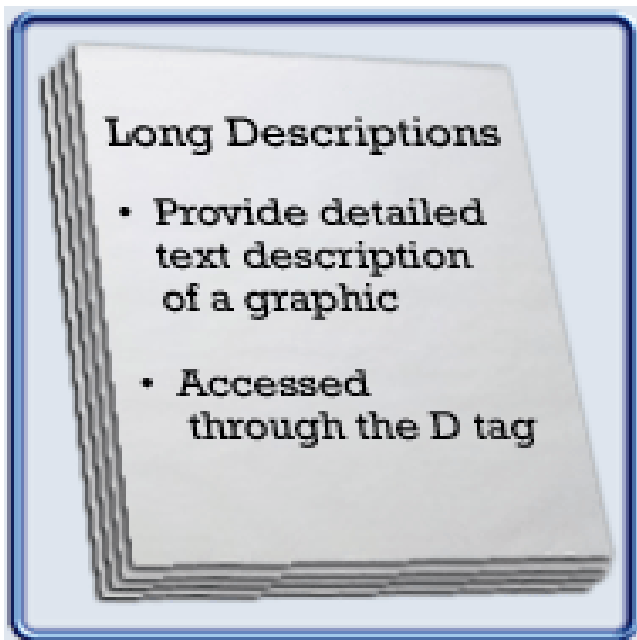
Navigation through the Acquisition Business Management Pre-course is easy. Select the Back and Next buttons in the lower right corner of the page to move to the previous and next pages, respectively. Additional information is often accessible through [blue hyperlink text](#), or through a graphic hotspot (you will be instructed in the text how to access a graphic hotspot). These either open an additional window or advance you to another page or another web site.

Finally, select the Help button at the bottom of this page or any page to access additional information on navigating through this course.

Example Pop-up Window

Notice that the only buttons available on a pop-up window are the Close and Print buttons.

Graphic Long Descriptions



The Acquisition Business Management Pre-course is intended to meet Government standards for access by people with disabilities. To fully meet these requirements, graphics must be described in text for the vision-impaired individual. This text is then read aloud by that individual's screen reader.

For simple graphics, these required descriptions are provided by alternative text, which appears on-screen when you either roll over or tab to the graphic.

For more complex graphics requiring a more detailed text description, a **long description** is used. The long description is accessed by either clicking on or tabbing to a small D tag found near the graphic. Note the long description associated with the graphic at the right.

Long Description

This is an example of a long description:

Document labeled "Long Descriptions" with two bullets: "Provide detailed text description of a graphic," and "Accessed through the D tag."

Knowledge Reviews

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Located throughout and at the end of each lesson are Knowledge Reviews. These questions are not graded, but enable you to measure your comprehension of the lesson material.

Most Knowledge Reviews allow you two attempts to answer the question. However, Knowledge reviews that provide only two possible responses (for example, True or False questions) allow only one attempt. After your final attempt to answer the question, if you have not selected the correct answer or answers, you will receive feedback that your answer is incorrect. If on either the first or second attempt you answer the questions correctly, you will receive feedback that the answer is correct. Both the Correct Feedback and the final Incorrect Feedback contain information to reinforce the appropriate learning point. Please take the time to read this information.

Knowledge Reviews are of several types:

- Multiple Choice
- Multiple Correct
- True or False
- Matching
- Type in the Blank

The following pages contain example Knowledge Reviews.

Multiple Choice Knowledge Reviews

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The following Knowledge Review is a multiple choice question. Only one answer is correct; select the best answer and feedback will immediately appear.

How do you move from Page 5 to Page 6 in a lesson?

- a. The Next button**
- b. The Back button**
- c. The Help button**

Correct!

The Next button takes you from page 5 to 6.

True or False Knowledge Review

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The following Knowledge Review is a True or False question. Select the best answer and feedback will immediately appear.

Each module in the Acquisition Business Management Pre-Course consists of a module overview, two or more lessons, and a module summary.

- a. True
- b. False

Correct!

Each module in the Acquisition Business Management Pre-course consists of a module overview, two or more lessons, and a module summary.

Matching Knowledge Review

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The following Knowledge Review is a matching question. Select a letter associated with the answers at the bottom of the screen and type that letter in the space next to the best corresponding phrase or statement. Then, select the Check Answers button and feedback will appear.

Match the following buttons with their associated functions.

1. Exits the lesson or topic
2. Moves to the next page
3. Moves to the previous page

a. Back button b. Next button c. Exit button

Correct! The Exit button exits the lesson or topic. The Next button moves to the next page. The Back button moves to the previous page.

Type in the Blank Knowledge Review

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The following Knowledge Review allows you to type the best answer or answers into the appropriate spaces. Type carefully and watch your spelling. Then, select the Submit button and feedback will appear.

How many of the following types of Knowledge Reviews will always allow only one attempt at answering it?

- Multiple Choice
- Multiple Correct
- True or False
- Matching
- Type in the Blank

Correct!

Only one type of Knowledge Review, True or False, always allows only one attempt at answering it.

Internet Explorer Settings

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To open the Excel spreadsheets provided in this course, you will need to change browser settings in Internet Explorer according to the instructions below:

1. Launch Internet Explorer.
 2. Select **Tools** > **Internet Options** from the menu.
 3. Click on the **Security** Tab.
 4. Click the **Custom Level** button.
 5. In the Settings list that appears, scroll down to the **Downloads** section.
 6. Under **Automatic prompting for file downloads**; select the **Enable** button as shown.
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Getting Help

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While you are working on the course, you can obtain help in several ways.

For help with questions concerning Student Support Tools such as the Glossary, e-mail, etc., select the 'Help' from the 'Site Menu' on the left side of your Virtual Campus 'home' screen. For frequently asked questions about the course, including course policies, select 'Student Support Tools' from the 'Site Menu' bar, then select FAQ from the drop-down menu.

For help with questions concerning course functionality or features, such as course navigation, select the Help button at the bottom of the courseware window.

If you experience a technical problem and need immediate assistance, consult your local system administrator or call our Help Desk toll-free at 1-866-568-6924 or by e-mail at dauhelp@dau.mil between the hours of 6:00 a.m. and 6:00 p.m., Eastern Time, Monday through Friday. You may also use the FEEDBACK (an option on the 'Site Menu' under 'Help') to send an e-mail to the Help Desk concerning a problem or to make a comment concerning any aspect of the course.

If you need assistance in understanding the course material, you can contact your instructor using the E-MAIL THE INSTRUCTOR key on the left menu or by phone at the number in your welcome letter between the hours of 8:00 a.m. and 4:30 p.m., Eastern Time, Monday through Friday.

This page completes the topic. Select another topic from the Table of Contents to continue.