INTERNATIONAL DEFENSE ACQUISITION RESOURCE MANAGEMENT PROGRAM

Course Guide

Acquisition, Project Management, Logistics, Procurement and Contracting Education and Training

SCHOOL OF INTERNATIONAL GRADUATE STUDIES
US NAVAL POSTGRADUATE SCHOOL

www.nps.edu/IDARM/
The International Defense Acquisition Resource Management (IDARM) program at the US Naval Postgraduate School in Monterey, California, offers a wide range of defense acquisition resource management courses to our worldwide customers under the Expanded-IMET program. The majority of IDARM courses are delivered via Mobile Education Teams (METs) by two or more faculty members, depending on the subject matter to be covered and length of the course. The courses combine both classroom lectures and group exercises supplemented by case studies designed to highlight specific learning objectives involving defense acquisition management decision-making. Some courses cover a combination of interrelated subjects in a seminar format, with the goal of offering defense leaders the opportunity to explore strategic issues which must be addressed in order to improve their nation’s defense acquisition processes and the business practices in use in each acquisition program. Our education programs are developed by US Naval Postgraduate School faculty and are tailored to the specific government organizational structures, national acquisition statutes and regulations, and defense acquisition objectives in place in each country we visit.

IDARM also offers three “Resident” courses taught at the US Naval Postgraduate School in Monterey, California. Twice yearly, we offer two two-week resident courses – Principles of Defense Acquisition Management (MASL# P159200) and Principles of Defense Procurement and Contracting (MASL# P159202) – which are scheduled “back-to-back.” Additionally, IDARM annually offers an eight day resident course entitled International Defense Acquisition Negotiations (MASL# P179069) which focuses on planning and preparing for negotiations. General course descriptions of the three resident courses are include in this course guide.

This guide also includes general course descriptions for many of the on-site MET courses offered by IDARM. MASL numbers have not been requested for all of these courses since most are specifically tailored to an individual country’s requirements. We hope that these descriptions will be of value by assisting defense leaders and country team members to identify the areas of instruction which can be offered to their military and civilian acquisition officials.

We look forward to the opportunity to present an IDARM course in your country in the near future…and to welcoming your students to our resident courses at the US Naval Postgraduate School in Monterey, California!
### IDARM COURSE OFFERINGS

<table>
<thead>
<tr>
<th>MASL#</th>
<th>COURSE</th>
<th>Resident</th>
<th>MET</th>
</tr>
</thead>
<tbody>
<tr>
<td>P159200</td>
<td>Principles of Defense Acquisition Management †</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>P159202</td>
<td>Principles of Defense Procurement and Contracting †</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>P179069</td>
<td>International Defense Acquisition Negotiations †</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>P309104</td>
<td>Project Management - Managing Complex Defense Projects</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>P309130</td>
<td>Mobile Education Team (MET) Needs Assessment</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>P309131</td>
<td>Mobile Education Team (MET) Course Delivery ††</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>P309132</td>
<td>Mobile Education Team (MET) Curriculum Development</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>P309136</td>
<td>Contracting For Pre-Deployment &amp; Deployment Operations</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>P309210</td>
<td>Strategies For Building and Sustaining Accountability in Defense</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>P309348</td>
<td>Logistics and Life Cycle Management</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

† Note: Resident courses can be offered in-country as Mobile Education Team (MET) courses using the standard MET Course Delivery MASL number (P309131).

†† Note: Pages 13-15 of this course guide offer recommended topics for MET courses programmed under MASL number (P309131).
The IDARM program offers three resident courses – Principles of Defense Acquisition Management (MASL# P159200), Principles of Defense Procurement and Contracting (MASL# P159202), and International Defense Acquisition Negotiations (MASL# P179069) – at the US Naval Postgraduate School in Monterey, California.

**Principles of Defense Acquisition Management (MASL# P159200)** is a two-week course which is conducted twice yearly in October and March. This course is designed for international military officers and civilian officials working in any of the professional fields supporting defense acquisition programs. The course provides a theoretical examination of defense acquisition and logistics combined with practical application in a variety of national settings.

**Principles of Defense Procurement and Contracting (MASL# P159202)** is a two-week course which is conducted twice yearly in November and March. This course is scheduled to immediately follow the Principles of Defense Acquisition Management course. This course is designed for international military officers and civilian officials working in the policy or operational aspects of tendering and contracting. The course examines tendering and contracting from an international perspective and examines different models, including the United States, European Union, and NATO.

**International Defense Acquisition Negotiations (MASL# P179069)** is an eight day course scheduled annually to immediately follow the November Principles of Defense Procurement and Contracting course. The course is designed for US and international military officers and civilian equivalents who directly or indirectly contribute to development of negotiation positions, conduct analysis of information, or participate in negotiations. The course focuses on planning and preparing for negotiations with a special emphasis on the negotiation of complex issues in a multi-cultural environment.

The “back-to-back” scheduling of the resident courses affords attendees the option of attending one, two or all three of the courses. The resident courses can also be taught in-country as MET courses.

We encourage early reservation of quotas since course attendance is limited to 20 participants. The resident courses are taught in English and require an ESL score of 80; waiver requests will be considered on a case by case basis. The resident courses are approved for E-IMET funding for civilian students. The Naval Education and Training Security Assistance Field Activity (NETSAFA) exercises overall quota control for these resident courses.
Principles of Defense Acquisition Management

(IDARM offers a two-week “Principles of Defense Acquisition Management” course at the US Naval Postgraduate School, Monterey, California twice yearly.

**Key Course Objectives**

- Provide course participants with an understanding of the important concepts and challenges associated with defense acquisition and logistics decision making.
- Examine needs based requirements planning along with the relationship among national security and military strategies and the acquisition and logistics systems.
- Assist countries in their efforts to develop and institutionalize transparent, efficient and effective defense acquisition and logistics systems.

This course provides a theoretical examination of defense acquisition and logistics combined with practical application in a variety of national settings. Additionally, international best practices are discussed along with the challenges associated with implementation. It is taught by resident and adjunct faculty from both the School of International Graduate Studies and the Graduate School of Business and Public Policy of the US Naval Postgraduate School. Faculty lectures are augmented by presentations from distinguished practitioners who are subject matter experts in various topics within acquisition and logistics.

**Course Topics**

- Defense Acquisition - Resource Management and Decision Making
- Managing Complex Defense Projects
- Multiple Objectives Criteria (MOC)
- Systems Engineering
- Capabilities-Based Requirements, Verification and Work Breakdown Structure
- Link between Requirements & Statement of Work
- Program Management
- Supply Chain Management-Strategic Purchasing
- Defense Supply Chain Management
- Procurement Contracting Overview / International Contracting
- Life Cycle Management
- Case Study with Working Group Briefings
- Guest Speakers
- Reading Assignments with Discussions

**Participants**

This course is designed for US and international military officers and civilian equivalents of grades 04-06 who are engaged in a broad range of acquisition fields such as policy development, strategic planning, requirements definition, logistics, program management, procurement and contracting, budgeting and execution and systems engineering. Countries are encouraged to nominate more than one participant.
Principles of Defense Procurement and Contracting

(IDARM# P159202)

IDARM offers a two-week “Principles of Defense Procurement and Contracting” course at the US Naval Postgraduate School, Monterey, California twice yearly.

**Key Course Objectives**
- Provide course participants with an understanding of the fundamental concepts and challenges associated with national and global defense contracting and procurement.
- Examine requirements definition and tendering and sourcing methodologies with a focus on the characteristics of efficient and effective contract and procurement systems.
- Assist countries in their efforts to develop and institutionalize transparent, efficient and effective contract and procurement systems.

This course provides a practical examination of defense procurement and contracting issues. It includes a comparative analysis of the United States, European Union and NATO models of contracting. It is taught by resident and adjunct faculty from both the School of International Graduate Studies and the Graduate School of Business and Public Policy of the US Naval Postgraduate School. Faculty lectures are augmented by presentations from distinguished practitioners who are subject matter experts in various topics within acquisition and logistics.

**Course Topics**
Defense Procurement & Contracting Overview  
Legal Aspects of Contracting  
Transparency, Fraud & Ethics  
Acquisition Planning  
Competition (International Competitive Bidding through Directed Single Sourcing)  
Contracting for Services  
Outsourcing  
Supplier Source Selection  
Foreign Military Sales / Foreign Military Financing and Offsets  
Contract Management  
Case Study with Working Group Briefings  
Guest Speakers  
Reading Assignments with Discussions

**Participants**
This course is designed for US and international military officers and civilian equivalents of grades 04-06 who directly or indirectly contribute to procurement and contracting from a policy or operational perspective (materiel planners, requirements developers, end users, contract managers, analysts, tender evaluators, contract negotiators and source selection decision makers). Countries are encouraged to nominate more than one participant.
IDARM offers an eight day “International Defense Acquisition Negotiations” course at the US Naval Postgraduate School, Monterey, California once yearly.

**Key Course Objectives**
- Develop an understanding of cross cultural negotiations.
- Familiarize course participants with a structured approach to planning and preparing for negotiations.
- Examine analytical techniques and fact finding methodologies as aids to developing a negotiation position and best alternatives to a negotiation position.
- Learn and apply various negotiation strategies and tactics and understand their situational use.
- Provide an opportunity to prepare a negotiation plan and to actually negotiate complex issues in difficult negotiation situations.

This course focuses on planning and preparing for negotiations with a special emphasis on negotiation of complex issues in a multi-cultural environment. Extensive in-class negotiations are conducted. Course participants learn their negotiating style preference and how and when to adapt their negotiation styles given the behavior and goals of the parties. It is taught by resident and adjunct faculty from both the School of International Graduate Studies and the Graduate School of Business and Public Policy of the US Naval Postgraduate School.

**Course Topics**
- Elements of Negotiations
- Leading Negotiation Teams
- International Negotiations: Principles & Considerations
- Characteristics of Successful Negotiators
- The Negotiation Process: Stages and their Importance
- Ethics & Bluffing in Negotiations
- Use of “Power” in Negotiations
- Positional Style Negotiations
- Principled Style Negotiations
- Guidelines for Effective Negotiations
- In-Class Negotiations – One-on-One, Two-on-Two, and Group-on-Group
- Reading Assignments with Discussions

**Participants**
This course is designed for US and international military officers and civilian equivalents of grades 04-06, who directly or indirectly contribute to development of negotiation positions, conduct analysis of information or participate in negotiations. Countries are encouraged to nominate more than one participant.
The International Defense Acquisition Resource Management (IDARM) program in the School of International Graduate Studies at the US Naval Postgraduate School in Monterey, California offers a wide variety of defense acquisition resource management courses to our international partners. Courses are typically tailored to conform to the governmental structure and national acquisition processes in use in the host nation.

Specific consideration is always given to the issue of civilian control of the military services and how defense acquisition processes must support the national security strategy in place within the nation. Our goal is to provide an educational framework within which countries can develop and sustain efficient and effective defense acquisition systems.

Typically, IDARM courses run one or two weeks, depending on the subject matter being covered. All courses are taught via Mobile Education Teams (METs) by US Naval Postgraduate School faculty, augmented by expert practitioners in the field.

For planning purposes, we have found that a class size of 20-35 works best. Daily class times can be varied according to the customer’s requirements and the demands on the attendees themselves. For example, daily classes which begin at 0830 and end at 1330, with short breaks, can often help to increase course attendance by giving all students the opportunity to return to their offices in the afternoons or attend to other business matters after the class ends each day. Facility requirements are the same for most in-country METs, and translation of course materials and the need for interpreters can be addressed on a country-by-country basis.

MET courses are normally developed and presented in partnership with the host country’s military and civilian leadership and managers using a three-phased approach – Needs Assessment, Curriculum Development, and Course Delivery. The in-country survey provides an opportunity to meet with defense acquisition officials and discuss their needs. The result is a customized program that maximizes the benefit to the host country. Depending on the country’s needs and the topics selected, a weeklong course may cover only one or two topics while, in other cases, the course may deal with upwards of ten to twelve separate topics.

Recommended topics for MET courses programmed under MASL# 309131 are discussed in pages 11-13 of this course guide.
Mobile Education Team (MET) - Phased Approach

Each Mobile Education Team (MET) course in the IDARM series can be developed and presented using a three-phased approach in partnership with the host country’s military and civilian leadership and managers. The three phases are as follows:

Phase I – Needs Assessment (in-country)  
(MASL# P309130) 
Course development begins with a survey of a nation’s needs in a specific resource management area. This phase involves IDARM program team members visiting the host country to meet with those executives and managers responsible for determining defense requirements and qualifications for acquisition program managers and decision makers. During a week-long period the team will work to develop an understanding of the host nation’s defense priorities, policies and procedures and to establish relationships with acquisition managers in order to identify future course objectives and curriculum goals.

Phase II – Curriculum Development (in Monterey, CA)  
(MASL# P309132) 
The curriculum development phase is conducted at the US Naval Postgraduate School (NPS), Monterey, CA. During Phase II, an overview of the proposed curriculum will be presented for the participating country’s approval. Visiting delegates will be engaged in customizing and tailoring the proposed curriculum to best meet the needs of their country. In addition, briefings and visits will be arranged to enhance the delegates’ understanding of the defense acquisition process.

Phase III – Course Delivery (in-country)  
(MASL# P309131) 
The graduate education program course is delivered during Phase III. Course duration varies depending on the country’s preferences and needs. The course delivery will enhance the host country’s ability to utilize their resources with maximum effectiveness thereby improving resource management and decision making in defense acquisition and contracting systems.
IDARM offers an eight-day MET course entitled “Project Management – Managing Complex Defense Projects.”

**Key Course Objectives**
- Provide project managers and project team members with the tools and techniques necessary to successfully manage complex projects.
- Provide course participants with an understanding of the models and frameworks for managing simple and complex projects.
- Examine and apply, in detail, the elements of project management so as to engage students’ understanding of various areas integral to successful project management.
- Understand and utilize financial and other necessary resource management tools.
- Develop periods and phases of the project cycle and key decision points, including identification of project goals, project products, business budget and technical aspects.
- Assist project organizations in their efforts to develop and institutionalize efficient and effective problem solving and decision making techniques.

This course examines the fundamental concepts and framework for managing projects with an emphasis on cost control, schedule management and project scope of work. Additionally, international best practices are discussed along with the challenges associated with project implementation. It is taught by resident and adjunct faculty from both the School of International Graduate Studies and the Graduate School of Business and Public Policy of the US Naval Postgraduate School.

**Course Topics**
- Project Definition and Scope
- Requirements
- Quality Environment
- Organizational Structures
- Risk Management,
- Cost and Schedule Control Techniques
- Project Teams
- Project Leadership
- Practical Exercises
- Participants will create a Project Plan based upon existing or pending project requirements.

**Participants**
This course is designed for international military officers and civilian equivalents of grades 04-06 who participate in project teams or manage simple and complex projects. The course is exported and customized given a country’s specific requirements.
Contracting for Pre-Deployment and Deployment Operations

(MASL# P309136)

IDARM offers a one week MET course entitled “Contracting for Pre-Deployment & Deployment Operations.”

Key Course Objectives
- Examine the fundamental concepts and challenges associated with contingency contracting.
- Provide course participants with an understanding of the complexities associated with planning and negotiating contracts in “conflict areas.”
- Examine the tools and techniques necessary to effectively contract in areas with limited or no host nation support.
- Assist countries in their efforts to develop and institutionalize efficient and effective contingency contracting practices.

The course provides a practical examination of defense procurement and contracting issues in an insecure environment characterized by mid- to high-intensity conflict. Course participants consider the challenges of procurement and contracting for widely dispersed operations in a joint or coalition environment, given rapidly changing organizations, an increasing reliance on contractors and the emergence and evolution of new threats. It is taught by resident and adjunct faculty from both the School of International Graduate Studies and the Graduate School of Business and Public Policy of the US Naval Postgraduate School. Faculty lectures may be augmented by presentations from distinguished practitioners who are subject matter experts in various topics within the field of contingency contracting.

Course Topics
- Types of Contingencies
- Cross-Cultural Awareness
- Ethics
- Anti-Terrorism and Security
- Deliberate and Crisis Action Planning
- Funding of Contingency Efforts
- Contractual Instruments
- Contract Administration and Closeout
- Case Study with Working Group Briefings
- Reading Assignments with Discussions

Participants
This course is designed for international military officers and civilian equivalents of grades 04-06 who directly or indirectly contribute to procurement and contracting in a contingency environment, from a policy or operational perspective. The course is exported and customized given a country’s specific requirements.
Strategies for Building and Sustaining Accountability in Defense Resource Management Systems

(MASL# P309210)

IDARM offers a one week MET course entitled “Strategies for Building and Sustaining Accountability in Defense Resource Management Systems.”

Key Course Objectives
Accountability as the means to establish clear lines of responsibility in resource management and decision making processes.
- Transparency: Principle and Practice
- Transparency as a means of ensuring that policies, procedures and processes are understood
- Professionalism as an important component of individual and systemic performance
- Procurement competition and sourcing methodologies as tools to ensure that the best decisions are made as to what to buy and how to buy it
- Publicizing supportable decisions about the expenditure of the public budget

Transparency is a central characteristic of all public resource management and decision making systems. This five day course examines the characteristics of procurement and other decision making systems that are defined by integrity, accountability and transparency. Public procurement is internationally recognized as the primary decision making system with opportunities for fraud and corruption.

Course Topics
- Transparency/Accountability Defined
- Characteristics of Transparent Systems
- Accountability: An Individual and Organizational Assessment
- Causes & Effects of Transparent Resource Management Systems
- Role of Government, Legislature and Ministries
- Case Study: Industry and Benefits of Transparency
- Introduction to Public Procurement Systems & Transparency
- Public Procurement Systems: A Case Study: Utopia
- Transparency in the Budget Process
- Individual & Group Ethics: Organizational Challenges
- Global Impact & Implications for Transparency and Accountability

Participants
This course is designed for international military officers and civilian equivalents of grades 04-06 who are involved in procurement or other decision making systems. This course is exported and customized given a country’s specific requirements.
Logistics and Life Cycle Management
(MASL# P309348)

IDARM offers a one week MET course entitled “Logistics and Life Cycle Management.”

Key Course Objectives
- Examine the fundamental concepts and framework for structuring an effective logistics management system.
- Examine and apply, in detail, best practices in improving logistics systems to enhance participants’ understanding of methods that lead to successful logistics management systems.
- Understand and utilize financial and other necessary logistics management tools.
- Develop periods and phases of the acquisition life cycle which include key decision points, such as identification of project goals, project products, business budget and technical considerations.
- Provide course participants with the tools and techniques necessary to develop reasonable life cycle cost models for armaments projects.
- Assist organizations in their efforts to develop and institutionalize efficient and effective problem solving and decision making techniques related to logistics, sustainment of systems, and life cycle management.

This course examines components and characteristics of effective logistics systems. Emphasis is placed on identification of the life cycle phases, and the important considerations in developing cost models that predict the likely total ownership cost of a major weapon system.

Course Topics
- Logistics Planning
- Acquisition Logistics
- Logistics Program Implementation
- Lifecycle Management
- Total Ownership Cost Model
- Life Cycle Cost
- RAM (reliability, maintainability, and availability)
- Test and Evaluation

Participants
This course is designed for international military officers and civilian equivalents of grades 04-06 who are involved in and/or manage logistics and life cycle management of projects. The course is exported and customized given a country’s specific requirements.
Mobile Education Team (MET) Recommended Topics
(MASL# P309131)

**PRINCIPLES OF DEFENSE SYSTEMS ACQUISITION MANAGEMENT**

- Provides students with an understanding of the underlying concepts, fundamentals and philosophies of the systems acquisition process and the practical application of program management methods within this process.
- Examines the aspects of planning, organizing, staffing, directing and controlling within the program structure.
- Students gain a knowledge and understanding of major systems management control processes and tools, application of project management control systems, and the use of computer-based management information systems with emphasis on real world, practical systems for performance, cost and schedule control.
- Key functional areas are explored including project management, the system acquisition life cycle, systems engineering, contracting, funding and budgeting, logistics support, and legal issues.
- Case studies involving program management problem solving and decision making in the defense acquisition environment are used.

**SOFTWARE ACQUISITION MANAGEMENT**

- Provides students with a total program integration approach to managing the software aspects of defense systems.
- Discussions include an Open Systems approach, Commercial Off-The-Shelf (COTS)-based systems, Government Off-The-Shelf (GOTS)-based systems, requirements development, requirements management, software testing, software maintenance, and software risk management.
- Examines software process metrics models such as the Software Capability Maturity Model (CMM) and the Software Process Improvement Capability (SPICE) model.
- Case studies are used to explore the principles of acquisition and program management as they apply to defense software development efforts, with special emphasis on software management metrics (quality and process).

**TEST AND EVALUATION (T&E) MANAGEMENT**

- Examines developmental test and evaluation (DT&E), operational test and evaluation (OT&E) and joint test and evaluation (JT&E), including planning concepts and procedures frequently used in test and evaluation programs.
- Defines commonly used terms in the tester’s lexicon, and establishes the context for T&E in the procurement of defense systems (including hardware and software systems).
- Topics include the role of test and evaluation in systems engineering and acquisition management, DT and OT test planning documents, Test and Evaluation Master Plan (TEMP), modeling and simulation considerations.
- Discussion will address the value of test and evaluation as a method of requirements verification.
Mobile Education Team (MET) Recommended Topics
(MASL# 309131)

CAPABILITIES-BASED REQUIREMENTS

- This topic updates the old threat-based requirements process with the more modern approach to requirements generation based on capability needs at the strategic level, and introduces a new method of deriving requirements based on capabilities rather than detailed technical specifications.
- Examines requirements as they are used to initiate, manage, justify, criticize, or establish the budget for all acquisitions, procurements, and systems development.
- Topics include the requirements generation process, from top-level mission needs through detailed specifications in the Statement of Work (SOW), the role of requirements in the Systems Engineering process, and how to write requirements statements correctly.
- Discussions will cover the specific details of customer/contractor communications through requirements documents, and how the government can be assured of procuring exactly the item(s) that fill their capability needs.

ADVANCED CONTRACTING PRINCIPLES (PRE-AWARD)

- Provides an in-depth examination of the development and implementation of acquisition strategies and acquisition plans.
- Examines pricing theory and strategies, cost methods, cost and price analysis, and cost principles.
- Analytical tools for cost and price analysis are discussed and exercised.
- Examines contracting for services and Research and Development (R&D) contracting.
- Examines transparency throughout the contracting process.
- Cases are used to illustrate methods for addressing contracting problems and challenges.

ADVANCED CONTRACT MANAGEMENT (POST-AWARD)

- Provides an in-depth examination of the processes involved in managing contracts after they have been awarded.
- Topics include complaints, disputes and appeals, use of alternative disputes resolution, intellectual and technical data rights, post-award pricing and negotiations, terminations, contract modifications, quality assurance, contract financing, contractor performance monitoring and surveillance, and contractor performance evaluation.
- Cases are used to illustrate methods for addressing contracting problems and challenges.
- Case studies include logistics life-cycle cost, reliability and readiness analysis for major weapon systems.
Mobile Education Team (MET) Recommended Topics

(MASL# P309131)

LOGISTICS ENGINEERING

• Examines the concept of integrated logistics support in the design and maintenance of weapon systems.
• Discusses operational requirements, system maintenance concept, functional analysis, life-cycle costs, logistics support analysis, systems design, test and evaluation, production, spare/repair parts management.
• Examines logistics information technology, inventory management culture and commercial-sector best practices for military.

SUPPLY CHAIN MANAGEMENT

• Provides students with an understanding of supply chain management processes which influence the efficiency and effectiveness of their military services’ logistics support functions and equipment/force readiness.
• Examines global external support/distribution chains (including alliance, host nation support, other services, international coalition partners and private corporations) and transportation logistics which provide required support to deployed forces.
• Case studies are used to focus team attention on how an individual country’s defense supply chain operates within their internal national defense establishment and private sector provider network.