COURSE SYLLABUS

FPM 331: Progressive Concepts in Program Management Course

This course provides senior-level federal program managers with advanced knowledge of systems development and total life cycle management. Participants learn to integrate technical disciplines with strategic objectives, applying systems thinking to manage risk, drive mission success, and ensure long-term program effectiveness.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://sdfm.graduateschool.edu/courses/fpm-331-progressive-concepts-in-program-management



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Course Outline

Module 1: Systems Thinking

- Adopt a holistic systems perspective to understand complex program environments.
- Differentiate tactical, strategic, and systemic thinking in decision-making.
- Identify underlying patterns and structures that influence project outcomes.

Module 2: Evaluating the Federal Acquisition Environment for Systems Development

- Navigate federal acquisition laws, regulations, and policies impacting system development.
- Translate strategic goals into executable program requirements within government constraints.
- Integrate requirements development, testing, and evaluation across the system lifecycle.

Module 3: Decision Support Systems Requirements

- Utilize decision support processes and tools to inform program management decisions.
- Establish clear decision criteria and performance metrics aligned with program goals.
- Analyze data and requirements to support evidence-based decision-making in programs.

Module 4: Projects, Programs, and the Project Management Office (PMO)

- Distinguish between project-level and program-level management responsibilities.
- Evaluate the roles and benefits of a Program/Project Management Office in governance.
- Align projects with organizational strategy through standardized PMO practices.

Module 5: Systems Engineering

- Apply systems engineering principles to integrate IT and non-IT system development.
- Balance requirements, design, and risk to achieve a coherent and feasible system design.
- Ensure requirements traceability and technical oversight throughout the development lifecycle.

Module 6: Acquisition Logistics

- Plan for lifecycle logistics and product support early in the acquisition process.
- Implement sustainment strategies to maintain system readiness and supportability.
- Evaluate when and how to incorporate supply chain management and maintenance planning in programs.

Module 7: Using the Integrated Master Plan (IMP) and Integrated Master Schedule (IMS)

- Develop an Integrated Master Plan and Schedule to guide program execution and oversight.
- Define program milestones, events, and dependencies for comprehensive scheduling.
- Use IMP/IMS as tools to monitor progress, identify critical path, and adjust for variances.

Module 8: Systems Challenges

- Identify common challenges in complex systems development (technical, financial, and organizational).
- Analyze risk factors and external constraints that can impact program success.
- Formulate mitigation strategies to address issues such as evolving requirements and technological changes.

Module 9: Putting It All Together

- Integrate systems thinking, engineering, logistics, and management concepts in a capstone scenario.
- Apply all learned concepts to evaluate a program from inception through sustainment.
- Synthesize lessons learned to make informed decisions across the Total Life Cycle of a system.