



NAVAL POSTGRADUATE SCHOOL

Call for Applications Master of Science in Financial Management Distance Learning Program

Sponsored by the
Army Director, Acquisition Career Management (DACM)
United States Army Acquisition Support Center (USAASC)

Commences 31 MAR 2026 with the NPS Department of Acquisition, Finance and Manpower (DAFM)

Revised Application Deadlines Due To Federal Government Shutdown

- Complete the NPS online application = **30 NOV 2025**
- Complete the Army DACM MSFM application for consideration of funding = **5 DEC 2025**

The Master of Science in Financial Management (MSFM-Curriculum 857) educates students with the latest knowledge and skills in defense-focused financial management. The program supports continuous financial management reform initiatives mandated by Congress and senior leaders, with a focus on efficient and effective expenditure of public funds. Graduates also earn an NPS graduate-level academic certificate: DoD Financial Management with both the Data Analytics Track and the Audit Track (Curriculum 196).

No previous financial management experience is required for admission. This 24-month graduate degree is a part-time, distance learning program. The online instruction brings the classes to the students, permitting students to continue supporting the mission of their command/agency.

Students enroll in two online courses per academic quarter for eight consecutive quarters using Zoom for Government. Classes meet on Tuesday and Thursday, 0800-1100 Pacific Time. Students are required to be online during class for synchronous, live interaction between professors and students. A microphone is required for class participation, and a web camera is strongly encouraged. There is no residency requirement at NPS for this program. Graduation participation at NPS is optional.

- Tuition is centrally funded by USAASC with students incurring a continued service obligation. Contact Uhura Smith at email uhura.n.smith.civ@army.mil for the Continued Service Agreement
- The Army DACM Office will reimburse participants up to \$250 per course for books.
- Students are required to use a computer on which RStudio statistical software can be downloaded.

Requirements for admission:

- Undergraduate degree from an institutionally accredited four-year university or college.
- A minimum GPA of 2.2 on a four-point scale.
- A minimum of one college-level mathematics course.
- No GRE is required.

For program questions contact Dr. Christina Hart, Distance Learning Program Director for the DAFM, (831) 656-6269 or cchart@nps.edu and visit <https://online.nps.edu/w/857-financial-management?inheritRedirect=true>.

HOW TO APPLY

The MSFM application process requires completion of two applications:

1. Complete the NPS online application.
2. Complete the Army DACM/USAASC MSFM application for consideration of funding.

Instructions for completing Part One and Part Two are below.

Part One: Complete the NPS online application: <https://nps.edu/web/admissions/apply>.

The NPS online application deadline is 30 Nov 2025 for USAASC applicants. If you are unable to access the NPS online application from your government computer, you will need to apply using a non-government computer. If you experience problems with the online application, contact NPS Admissions at admissions@nps.edu.

Complete all steps of the NPS online application, using the following information for completing **Steps 1, 2 and 5**. Note: Steps 3 and 4 apply to non-Army DACM/USAASC applicants.

- **Step 1 of NPS online application: Selected Program**

Program Delivery: via Distance Learning (DL)

Program Type: Master's Degree

Program: Financial Management (DL): Curriculum 857

Starting Quarter: 2026/3: (Spring, 3/30/2026 to 6/18/2026)

- **Step 2 of NPS online application: Employer Information**

Be sure to input your Federal Occupational Series (FOS) (example: 0501). Although the online application does not have an asterisk next to this information to indicate it is required, the NPS Department of Defense Management requires this information. Your application cannot be considered without your Federal Occupational Series (job series number).

The screenshot shows the 'Employer Information' section of the NPS online application. It contains the following fields and options:

- Employer Type ***: Radio buttons for US Military, US Govt Civilian (selected), Defense Contractor, and Non-US Govt.
- Govt Civilian Employer ***: A dropdown menu showing '- Select Employer -' with a red error icon.
- Federal Pay Plan ***: A dropdown menu showing '- Select Pay Plan -'.
- Federal Pay Grade ***: A dropdown menu showing '- Select Pay Grade -'.
- Federal Occupational Series (FOS)**: A text input field, which is circled in red.
- Command ***: A text input field.
- DoD ID Num (back of CAC)**: A text input field.

- **Step 5 of NPS online application: Additional Requirements**

Step 5 requires you to complete the Funding POC information.

Funding POC Last Name: SMITH

Funding POC First Name: UHURA

Funding Mail Address: 9900 Belvoir Road, Bldg 201, Suite 101, fort Belvoir, Va 22060

Funding POC Email: uhura.n.smith.civ@army.mil

Funding POC Phone: 520-671-0130

Do not enter your personal information as the Funding POC.

Submit your official transcripts to NPS Admissions.

- After submitting your application, official transcripts must be ordered from all undergraduate and graduate institutions attended and be delivered from the institutions directly to NPS Admissions or via the institution's designated transcript exchange service.
- NPS does not accept transcripts submitted by the applicant.
- Transcripts must be electronically delivered to admissions@nps.edu or mailed to:
Admissions Office (Official Transcripts)
Naval Postgraduate School
1 University Circle, Herrmann Hall 061A
Monterey, CA 93943

Due to the federal government shutdown, the new closing date to apply for consideration of funding for the Army DACM Office sponsored Master of Science in Financial Management (MSFM) Program has been extended to 5 December 2025.

Part Two: Complete the MSFM application for consideration of funding between 15 September 2025 – 5 December 2025.

- a. Army DACM/USAASC eligibility requirements:
 - Must be coded as "1 - Permanent - Tenure Group 1" in the DCPDS.
 - Be a GS-12 through GS-15 or broadband/pay equivalent.
 - Be within certification grace period required for current acquisition functional area OR
 - Meet certification level required for current acquisition position in current acquisition functional area.
 - If STRL applicant must have 2 years left on term to fulfill 2-year period of obligated service on CSA after graduation.

Army Acquisition workforce members who meet Army DACM eligibility requirements may still apply to the program even if they already have a master's degree.

- b. Required documents:
 - Command Endorsement
 - Supervisor Endorsement
 - Statement of Interest
 - Conditional Letter of Acceptance from NPS
 - Continued Service Agreement

- c. Complete an Army DACM/USAASC MSFM application. The application process is located online in the Army Acquisition Professional Development System (AAPDS). To access AAPDS,
- Log into the Career Acquisition Management Portal (CAMP) at <https://apps.asc.army.mil/camp/>
 - Click "CAPPMS".
 - Click "AAPDS".
 - Click "APPLY".
 - Find NPS-MSFM (857-263) Education Opportunity in the list and click the associated "Apply" link in the rightmost column.

A blue "apply" link will only be available to those AAW civilians who are eligible to apply to the program. Please contact the DACM Office Program Manager at uhura.n.smith.civ@army.mil for assistance. Follow instructions within each section and click the "Submit Application" button when you have accurately completed your application. If you would like to save your work and return to your application later, click the "Save" button. Online application guidance and instructions are below.

- **NPS-MSFM (857-263) Applicant Data:**
 - ✓ Select "Masters" for the degree.
 - ✓ Select "Naval Post Graduate School" for the school.
 - ✓ Select "Master of Science in Financial Management" for the major.
 - ✓ A valid work number, email address, and current supervisor are required in your application.
- **Verifications:** Check the small boxes next to "Applicant's Email Address", "Supervisor Information", and ACRB in the application to certify your email address, supervisor's information and ACRB are correct. If these boxes are not checked, you will receive an error message when you attempt to submit your application.
- **Acquisition Career Record Brief (ACRB):** Within CAPPMS, the latest version of the ACRB will automatically be uploaded into AAPDS online application. Ensure your ACRB is updated and correct prior to submitting your application. Applicants may update and correct specific fields of their ACRB using the edit functions within CAPPMS. For the areas on the ACRB that cannot be changed by the applicant, please request assistance using our Army DACM Office online help request at <https://apps.asc.army.mil/camp/index.cfm?fuseaction=support.help>.

Applicants should pay particular attention to the training, education, and assignment history sections of the ACRB, ensuring that the information is accurate. The training section should reflect the completion of top-level relevant training and formal leadership training, such as CES and ALCP.

- **Senior Rater Potential Evaluation (SRPE).** The SRPE is a critical piece of the application. In accordance with DACM SRPE Policy at https://apps.asc.army.mil/camp/apps/cappmis/modules/srpe/assets/documents/SRPE_Policy_JUL2020.pdf and the SRPE Guidance at https://apps.asc.army.mil/camp/apps/cappmis/modules/srpe/assets/documents/SRPE_Guidance_JUL2020.pdf, both dated 1 July 2020, the applicant's SRPE must be completed by both the Rater and Senior Rater (SR). The SR must be a supervisor and senior in grade/organizational position to the rated employee.
 - ✓ Applicants must have at least one SRPE and that SRPE must cover the period Oct. 1, 2023 – Sept. 30, 2024. The SRPE must be completed and generated using CAPPMS. Of note, the SR

should not use bullet comments; rather, narrative comments to support the overall rating are highly suggested. Senior Raters should view a SRPE as the equivalent to a “complete the record OER” and should provide supporting comments accordingly.

- ✓ For additional information on the completion of the SRPE, Senior Raters should refer to the USAASC SRPE web page <https://asc.army.mil/web/senior-rater-potential-evaluation/>.
- ✓ Instructions/tutorials are available in CAPP MIS to assist the rater and Senior Rater in completing the SRPE. The SRPE form must be completed in CAPP MIS by your supervisor and senior rater and will automatically upload into your online application. The SRPE must be completed/finalized in CAPP MIS no later than the closing date posted in this announcement. Applicants should print and retain a signed copy of the SRPE for their records.
- ✓ Failure to have a completed/finalized SRPE in CAPP MIS prior to the announcement closing date will result in the applicant being declared ineligible. The application will be denied and will not go forward to the Board for evaluation.
- **Command Endorsement (PDF file):** Your command must endorse your participation in the NPS-MSFM program by preparing a memorandum in accordance with Army Regulation 25-50. Organizations who have multiple applicants applying to the current program announcement are required to rank order applicants in each Command Endorsement Memorandum. Each Command Endorsement Memorandum is limited to one page and must adhere to all guidelines below:
 - ✓ Be completed by and from the applicant’s first General Officer or Senior Executive Service Civilian in the chain of command. If the person signing the command endorsement is not a GO or SES but is “acting” in that capacity, “acting” must be shown in the signature block and;
 - ✓ Be on organizational letterhead and;
 - ✓ Be addressed to the following (but DO NOT MAIL): Director, Acquisition Career Management Office, Bldg 201, Suite 101, 9900 Belvoir Road, Fort Belvoir, VA 22060 and;
 - ✓ Be unique to the specific applicant and;
 - ✓ List top 3 qualities of the applicant and;
 - ✓ Directly comment on the applicant’s leadership ability and potential and;
 - ✓ Identify how post utilization training will be utilized in the command upon completion of the program and;
 - ✓ Include at least one potential thesis/capstone project research topic for the applicant to address while in school that has benefit to your organization and;
 - ✓ Be signed and dated by the required completing official and;
 - ✓ Applicant uploads completed Command Endorsement into CAPP MIS/AAPDS
- **Supervisor Endorsement (PDF file):** The Supervisor Endorsement Memorandum is limited to one page and must adhere to the guidelines below:
 - ✓ Be from either your 1st or 2nd level supervisor. The supervisor’s name must match the supervisor’s name in CAPP MIS and;
 - ✓ Be on organizational letterhead and;
 - ✓ Be addressed to the following (but DO NOT MAIL): Army Director, Acquisition Career Management Office, Bldg 201, Suite 101, 9900 Belvoir Road, Fort Belvoir, VA 22060 and;
 - ✓ Be unique to the specific applicant and;

- ✓ Directly comment on the applicant's current performance and;
 - ✓ List strengths of the applicant and;
 - ✓ Include the following statement:
*"I approve [insert applicant's name] to participate in the NPS-MSFM program during duty time every Tuesday and Thursday from 0800 to 1100, (Pacific Time) whenever class is in session for the duration of the 24-month program, starting the week of **"31 March 2026 – 31 March 2028."*** and;
 - ✓ Be signed by the required completing official and;
 - ✓ Applicant uploads completed Supervisor Endorsement into CAPPMIS/AAPDS
- **Resume (PDF file):** Upload your resume using the resume format at <https://asc.army.mil/web/wp-content/uploads/2021/03/RESUME-FORMAT.pdf>. Resumes may not exceed 4 pages and must be submitted in a .pdf format. This is the applicant's opportunity to highlight educational achievements, work experiences, skills, and accomplishments, which are key indicators to the preparation for and success as an acquisition professional. Applicants should also highlight their qualities and strengths instead of listing responsibilities. Ensure experience descriptions and dates match those in the ACRB. View/download resume guidance HERE.
 - **Statement of Interest (PDF file):** The applicant must create a personal "Statement of Interest" describing why you want to participate in the MSFM program. Please complete the statement of interest in accordance with Army Regulation 25-50.
The Statement of Interest is limited to one page and must adhere to all guidelines below:
 - ✓ Be on organizational letterhead and;
 - ✓ Be addressed to the following (but DO NOT MAIL):
Deputy Director of Acquisition Career Management Office, Bldg 201, Suite 101, 9900 Belvoir Road, Fort Belvoir, VA 22060 and;
 - ✓ Directly address applicant's career goals and leadership path and;
 - ✓ Address reasons for desired selection in the program and;
 - ✓ Explain the benefits Army acquisition will gain upon applicants' completion of the program and;
 - ✓ Be signed and dated by the applicant and;
 - ✓ Applicant must upload completed Statement of Interest into CAPPMIS/AAPDS
 - **NPS Conditional Letter of Acceptance:** Applicants must upload into AAPDS a copy of the NPS "Conditional Letter of Acceptance" obtained from NPS Admissions. NPS online admissions application must be completed no later than **30 November 2025**. You must meet all NPS academic requirements and Army DACM eligibility requirements to participate in the program if you should be selected for participation by the Army DACM Office.

For additional information on NPS conditional letters of acceptance you may contact NPS Admissions at admissions@nps.edu or Dr. Christina Hart, Distance Learning Program Director for the Department of Defense Management, (831) 656-6269 or cchart@nps.edu.

- **Continued Service Agreement (CSA):** The Army Director, Acquisition Career Management Office requires that Army Acquisition Workforce (AAW) civilians complete a CSA as part of their application process. Supervisors will ensure the AAW civilian is informed in advance of this

requirement. The period of obligated service will be 24 months from the completion date of the program. [View/download the CSA HERE.](#)

Complete the CSA form as follows:

- ✓ **Enter 31 March 2028 to 31 March 2030** as the period of obligated service.
- ✓ Applicants and supervisors must sign and date the CSA.
- ✓ Upload the completed SA into CAPPNIS/AAPDS.
- **Individual Development Plan (IDP):** You must add all 16 courses from the program overview below to the “Education Plan” section of your IDP and obtain supervisor’s approval. Please note that dates are not provided because dates are subject to change. For purposes of completing your IDP, indicate the beginning of the month as the start date and the ending of the month as the finish date.

To add the courses to your IDP:

- ✓ Log into CAPPNIS at <https://apps.asc.army.mil/camp/>.
- ✓ Click on the IDP tab.
- ✓ Click the planning tab
- ✓ Navigate to the “Education Plan” section of your IDP in CAPPNIS.

Once you have confirmed you are in the “Education Plan” section of your IDP, click “Add Course” and complete the following fields:

- ✓ Courts Title: Retrieve Course Title from NPS-MSFM curriculum
- ✓ Projected Start: use dates from NPS Academic Calendar
- ✓ Projected End: use dates from NPS Academic Calendar
- ✓ Status: Select “Planned” from the drop-down menu
- ✓ Provider: Naval Postgraduate School, Monterey, CA
- ✓ Objective: Required Course to complete the NPS-MSFM program
- ✓ Point of Contact: Leave Blank
- ✓ Continuous Learning Points: Leave Blank
- ✓ Course Hours: Leave Blank
- ✓ Course Type: Leave Blank
- ✓ Estimated Book Cost: Leave Blank
- ✓ Estimated Tuition Cost: Leave Blank
- ✓ Planned Funding Source: Select “AETE-NPS” from the drop-down menu
- ✓ Click the “Save and Finish” button after entering each class

Complete the required fields for each class until all 16 courses are added onto your IDP. Check boxes for supervisor’s approval. CAPPNIS will automatically generate all courses from the IDP into the online application only after the applicant correctly completed the above steps.

Master of Science in Financial Management
Curriculum Matrix
MSFM: Cohort 857-263
Commencing MAR 2026 (AY26)

COURSE #	CREDIT #	COURSE TITLE	SCHEDULE
			Quarter 1
MN3050	(4-0)	Financial Reporting and Analysis (Financial Accounting)	Spring AY26/3 MAR - JUN 2026
MN4053	(4-0)	Defense Budget and Financial Management Policy	
			Quarter 2
MN3070	(4-0)	Fundamentals of Cost Benefit Analysis	Summer AY26/4 JUL - SEP 2026
MN3911	(3-0)	Introduction to Data Analytics for Defense Management	
			Quarter 3
MN3301	(3-2)	Acquisition of Defense Systems	Fall AY27/1 SEP - DEC 2026
MN3510	(3-0)	Defense Financial Management Practice	
			Quarter 4
MN3051	(3-0)	Cost Management (Managerial Accounting)	Winter AY27/2 JAN - MAR 2027
MN4052	(3-0)	Managerial Finance	
			Quarter 5
MN4014	(4-0)	Competitive Strategy and Innovation	Spring AY27/3 APR - JUN 2027
MN4912	(3-0)	Multivariate Data Analysis	
			Quarter 6
MN4510	(4-0)	Strategic Resource Management	Summer AY27/4 JUL - SEP 2027
MN4570	(3-0)	Advanced Finance	
			Quarter 7
MN4101	(3-3)	Collaborative Problem Solving I (Capstone)	Fall AY28/1 SEP - DEC 2027
MN4520	(3-0)	Internal Control and Audit	
			Quarter 8
MN4102	(3-3)	Collaborative Problem Solving II (Capstone)	Winter AY28/2 JAN - MAR 2028
MN4530	(4-0)	Management Control Systems	

The curriculum matrix is subject to change due to NPS scheduling and staffing conflicts.

Class day and time = Tuesday and Thursday 0800-1100 Pacific Time. Graduation: MAR 2028

How to interpret credit #: Following the course number are two numbers in parentheses separated by a hyphen, which indicate the hours of instruction per week in the classroom and in the laboratory, respectively. When calculating quarter-hours for the credit value of the course, laboratory hours are assigned half the value shown. Thus a (3-2) course, having three hours of lecture and two hours of laboratory, will be assigned a credit value of four-quarter-hours. Distance learning students do not complete traditional laboratory assignments. Instead, additional assignments, such as group projects, may be required for the laboratory hours.

COURSE DESCRIPTIONS:

MN3050 Financial Reporting and Analysis (4-0)

This course covers theory, concepts, and practices underlying Financial Accounting and Financial Reporting. The conceptual structure underlying the reporting of economic events in the form of the balance sheet, the income statement, and the statement of cash flows is first presented. Accounting recognition and measurement issues surrounding revenues, expenses, assets, liabilities, and equity are introduced and analyzed. Finally, different forms of financial analysis based on financial report information are addressed. Throughout the course, emphasis is placed on the manager or user perspective. Attention is given to the federal government financial reporting model and standards. Prerequisites: None.

MN4053 Defense Budget and Financial Management Policy (4-0)

This course analyzes the resource requirements process within the Department of Defense (DOD) and in the executive and legislative branches of the U.S. federal government. It begins with a summary of the current threat situation and potential changes to it. Once the threat is defined, the study of the resource allocation process to meet the threat begins. The course covers the resource planning and budgeting processes of the Department of the Navy, DOD and the federal government. It includes the politics of executive and congressional budgeting, and DOD budget and financial management processes and procedures including budget formulation and execution. It also includes analysis of the Planning, Programming, Budgeting and Execution system (PPBES) used by DOD to plan, budget and implement national defense resource management policy and programs. Other areas included are budget process and fiscal policy reform and the dynamics of internal DOD competition for resources. Executive and congressional budget processes are assessed to indicate how national security policy is resourced and implemented through the budget process. Spending for national security policy is tracked from budget submission through resolution, authorization and appropriation. Budget formulation, negotiation, and execution strategies are evaluated to indicate the dynamics of executive-legislative competition over resource allocation priorities. Supplemental appropriation patterns and current year budget execution patterns and problems are also considered. Prerequisites: MN3156 or GE3050 and GE3051 or MN3050 and MN3051 or consent of Academic Associate or Instructor.

MN3070 Fundamentals of Cost Benefit Analysis (4-0)

This course introduces you to economics as a social science and teaches you the tools of micro-economic analysis that are necessary to understand and conduct economic policy analyses. One of the key tools of economic analysis is Cost-Benefit Analysis (CBA). You will learn the utility as well as the challenges of using CBA to study the role of the public sector in our market economy. After a brief introduction to CBA, which includes motivating the need for conducting CBA in the public sector, we study the fundamental tools of microeconomics, including supply and demand, elasticity, market equilibrium, social welfare, the effects of government interventions in the economy, and how firms make decisions in competitive and non-competitive markets. We then turn to the study of how to conduct CBA and how to be critical consumers of such analyses. Prerequisites: College algebra.

MN3911 Introduction to Data Analytics for Defense Management (3-0)

This course introduces students to foundational techniques for preparing and analyzing data. Each week, students will learn one or more concepts and then apply acquired skills in a structured learning exercise. Topics include pivot tables, visualization, data storage and retrieval, computer programming, summary statistics and an introduction to probability and probability distributions. Prerequisites: None.

MN3301 Acquisition of Defense Systems (3-2)

This course introduces the principles and concepts that underline successful defense acquisition management. The course focuses on management of the acquisition process for defense systems from the development of an initial desired capability or need through design, development, production, fielding, sustainment, and disposal. Students gain an understanding of successful acquisition as an interdisciplinary activity through contributions and applications of principles from business, management, and technical disciplines. The course also emphasizes the statutory, regulatory, and policy environment of acquisition. Numerous case studies illustrate the application of concepts and principles in actual acquisition programs. Prerequisites: None.

MN3510 Defense Financial Management Practice (3-0)

This course presumes the student has a foundation including the PPBE system and Congressional Authorization and Appropriation processes. The course concentrates on financial management practices within DoD as distinct from policy and budgeting theory. The course covers the actors and activities and mechanics of building and defending budgets. It covers funding mechanisms for programs and activities, addressing the proper use and management of appropriated, reimbursable, and revolving funds. Basic principles of fiscal law are explored. It then addresses financial management and stewardship topics including budgetary accounting, management of cost drivers, the relationship between comptrollership and contracting, and internal controls. Contemporary financial management issues are discussed. Exercises and case studies are used to develop the students' abilities to apply financial management concepts to real life situations. Prerequisites: MN4053 or consent of Instructor.

MN3051 Cost Management (3-0)

This course introduces students to cost management concepts and theories which are used by managers to make decisions on the allocation of financial, physical, and human resources to achieve strategic as well as short-term organizational goals and objectives and evaluate performance using financial and non-financial measures. The course is designed for those who have a prior course in financial reporting and analysis or financial accounting. Cost management includes traditional tools and techniques such as cost behavior for decision-making activity costing, cost allocation, and standard costing. Prerequisites: GE3050 or MN3050.

MN4052 Managerial Finance (3-0)

Study of capital budgeting techniques. This course provides an overview of the basic concepts and principles of financial management in the private sector and its implications on government contracting. It is designed to provide insights into the financial decision-making process encountered by commercial enterprises. The major emphasis is on financial environment, risk and return analysis, valuation models, cost of capital determination, optimal capital structure, and short-term and long-term financing. Prerequisites: GE3050 and GE3051 or MN3050 and MN3051.

MN4014 Competitive Strategy and Innovation (4-0)

Strategic Management entails the establishment of an organization's direction and the implementation and evaluation of that direction in view of the organization's external environment and its internal capabilities. The principal aim of this course is the transfer and adaptation of the principles of business strategic management to the Department of Defense and other government agencies. In previous courses, students concentrated on the functional elements of management (e.g., accounting, finance, acquisition, logistics, contracting, etc.). This course addresses the challenges of setting direction and implementing strategies for the total system or whole organization. Cases and approaches from the public and private sectors enable students to develop the knowledge, skills, and abilities to strategically think, plan, and manage. Prerequisites: None.

MN4912 Multivariate Data Analysis (3-0)

This course introduces concepts and skills that are necessary to use data for inference, prediction, and to identify causal relationships. Students will build on skills and analytic techniques which were introduced in MN3911 and they will use real-world DOD data and managerially relevant examples.

Topics include linear and logistic regression, sampling distributions, estimation, prediction and hypothesis testing and study design. Prerequisites: MN3911 or consent of Course Coordinator or Instructor.

MN4510 Strategic Resource Management (4-0)

The objective of this course is to integrate business analysis, financial analysis, and strategic analysis in solving complex management problems involving the allocation of scarce resources to achieve overall organization objectives. Resources here are not limited to financial resources but also include human and physical resources. The course will make use of a wide variety of management tools such as value chain analysis, competitive strategy, market positioning, supply chain management, activity analysis, target costing, cost of quality, and business process improvement techniques. Prerequisites: MN3156 or consent of Instructor.

MN4570 Advanced Finance (3-0)

This course is designed to provide insights into advanced topics in the financial decision-making process encountered by commercial enterprises. Major topics covered include long-term financing, lease financing, optimal capital structure determination, dividend policy, security issues and refunding, risk analysis and real options, derivatives and risk management. Prerequisites: GB4052 or GE4052 or MN4052.

MN4101 Collaborative Problem Solving I - Capstone (3-3)

MN4101 is the first part of the capstone project which uses a collaborative approach to integrate the knowledge and skills gained in the curriculum. Participants are introduced to an applied research framework designed to enable them to work from theory to identify a business problem to be solved for a command; create a research design for data collection and analysis; and form conclusions and recommendations. Prerequisites: None.

MN4520 Internal Control and Audit (3-0)

This course introduces the objectives of, and activities related to internal control and audits, including design and evaluation of internal controls, auditing standards, audit reports, audit evidence, and audit tests. The course includes an overview of audits of financial reports and records and of government operations, with attention given to Government Auditing Standards. Prerequisites: GB3051 or MN3156 or MN3051 or MN3056.

MN4102 Collaborative Problem Solving II - Capstone (3-3)

MN4102 is the second part of the capstone project which uses a collaborative approach to integrate the knowledge and skills gained in the curriculum. Participants work in small teams to prepare a project proposal, a final report, and a presentation containing recommendations to solve one of the command's business problems. Prerequisites: None.

MN4530 Management Control Systems (4-0)

Overview of internal controls processes. Study of the design, implementation, and evaluation of management planning and control systems in Navy and Defense organizations with comparisons to large, complex private sector organizations. Specific topics include the need for planning and control, strategic planning, the resource allocation process, organization of the management control function, measurement of inputs and outputs, budgeting, reporting, and performance evaluation. Prerequisites: GB3051 or GB3056 or MN3156 or MN3051 or MN3056.