



NAVAL
POSTGRADUATE
SCHOOL

Call for Applications
Master of Science in Acquisition – Program Management
Distance Learning Program

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

Commences 7 JUL 2026 with the NPS Department of Acquisition, Finance and Manpower (DAFM)

The Master of Science in Acquisition - Program Management (MSA-PM, Curriculum 836) educates students to be acquisition program managers and leaders of people and resources within federal organizations. Graduates gain the leadership and decision-making skills necessary to effectively deliver war-fighting capabilities by balancing program cost, schedule, technical performance, risk and supportability. No previous program 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.

- Accredited by Project Management Institute (PMI) through the Global Accreditation Center (GAC) and by Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC).
- Provides graduates with fulfillment for DAWIA required DAU training requirements for the Program Management (PM) Practitioner level.
- Offers students the opportunity to earn their Project Management Professional (PMP) credential.
- Graduates also earn NPS graduate-level, academic certificates in Advanced Acquisition Studies (Curriculum 218) and Basic Contract Management (Curriculum 238).

Students enroll in two online courses per academic quarter for eight consecutive quarters using Zoom for Gov. Classes meet on Tuesday and Thursday 1000-1300 Pacific Time. Students are required to be online during class for synchronous, live interaction between the 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 continued service agreement obligation details.
- The Army DACM Office will reimburse participants a maximum of \$250.00 per course per book.

Requirements for admission:

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

For program questions on the curriculum, contact Dr. Christina Hart, Distance Learning Program Director for the DAFM, (831) 656-6269 or cchart@nps.edu and visit

<https://nps.edu/web/online/-/836-master-of-science-in-acquisition---program-management>

HOW TO APPLY

The MSA-PM application process requires completion of two applications:

1. Complete the NPS online application.
2. Complete the Army DACM/USAASC MSA-PM 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 **4 MAR 2026** 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: Acquisition (Program Management) (DL): Curriculum 836 (SUMMER)

Starting Quarter: 2026/4: (SUMMER, 7/6/2026 TO 9/25/2026)

- **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 features a blue header bar with the text 'Employer Information'. Below the header, there are four radio button options for 'Employer Type': 'US Military', 'US Govt Civilian' (which is selected), 'Defense Contractor', and 'Non-US Govt'. There are three dropdown menus: 'Govt Civilian Employer' (with a red error icon), 'Federal Pay Plan', and 'Federal Pay Grade'. Below these are three text input fields: 'Federal Occupational Series (FOS)', 'Command', and 'DoD ID Num (back of CAC)'. The 'DoD ID Num (back of CAC)' field is circled in red.

- **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

Part Two: Complete the MSA-PM application for consideration of funding between 2 February 2026 – 10 March 2026.

- 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 MSA-PM 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 MSA-PM (836-264) 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. Your application will not be reviewed for consideration of funding if the required documents are not completed in accordance with instructions on the website and this Call for Applications. Click the “Save” button if you would like to save your work and return to your application later.

Online application guidance and instructions are below.

- **MSA-PM (836-264) Applicant Data:**
 - ✓ Select “Masters” for the degree.
 - ✓ Select “Naval Post Graduate School” for the school.
 - ✓ Select “MSA-PM” 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.
 - ✓ The SRPE must have an ending date (the “thru” date) within one year of the closing date of the announcement. 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 CAPPMIS to assist the rater and Senior Rater in completing the SRPE. The SRPE form must be completed in CAPPMIS by your supervisor and senior rater and will automatically be uploaded into your online application. The SRPE must be completed/finalized in CAPPMIS 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 CAPPMIS 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 MSA-PM program by preparing a memorandum in accordance with Army Regulation 25-50. Organizations who have multiple applicants applying to the program 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): Army Director, Acquisition Career Management Office, Bldg 201, Suite 101, 9900 Belvoir Road, Fort Belvoir, VA 22060 and;
 - ✓ Subject Line must include: Your Name – Command Endorsement for MSA-PM (Cohort 836-264) 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 the education/training gained will be utilized to benefit 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 CAPPMIS/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 CAPPMIS 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;
 - ✓ Subject Line must include: Your Name – Supervisor Endorsement for MSA-PM (Cohort 836-264) 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 MSA-PM program during duty time every Tuesday and Thursday from 1000 to 1300, (Pacific Time) whenever class is in session for the duration of the 24-month program, starting the week of "7 July 2026 – 30 June 2028."
 - and;
 - ✓ Be signed and dated by the required completing official and;
 - ✓ Applicant uploads completed Supervisor Endorsement into CAPPMS/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 MSA-PM 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): Army Director, Acquisition Career Management Office, Bldg 201, Suite101, 9900 Belvoir Road, Fort Belvoir, VA 22060 and;
 - ✓ Subject Line must include: Your Name – Statement of Interest for MSA-PM (Cohort 836-264) 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 CAPPMS/AAPDS
- **NPS Conditional Letter of Acceptance:** Applicants must upload into AAPDS a copy of the NPS "Conditional Letter of Acceptance" for the MSA-PM Program obtained from NPS Admissions. NPS online admissions application must be completed no later than **4 March 2026**. 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 DAFM, (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 the 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 30 June 2028 to 30 June 2030** as the period of obligated service.
 - ✓ Applicants and supervisors must sign and date the CSA.
 - ✓ Upload the completed CSA into CAPPMS/AAPDS.
- **Individual Development Plan (IDP):** You must add all 16 courses from the curriculum 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 CAPPMS 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 CAPPMS.

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 MSA-PM curriculum
- ✓ Projected Start: Indicate the date for the beginning of the month as the projected start date
- ✓ Projected End: Indicate the date for the ending of the month as the projected end date
- ✓ Status: Select “Planned” from the drop-down menu
- ✓ Provider: Naval Postgraduate School, Monterey, CA
- ✓ Objective: Required Course to complete the MSA-PM 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. CAPPMS 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 Acquisition - Program Management
Curriculum 836 Matrix
MSA-PM: Cohort 836-264
Commencing JUL 2026 (AY26)**

COURSE #	CREDIT #	COURSE TITLE	SCHEDULE
			Quarter 1
MN3301	(3-2)	Acquisition of Defense Systems	Summer AY26
MN3303	(4-0)	Principles of Acquisition and Contract Management	JUL - SEP 2026
			Quarter 2
MN3070	(4-0)	Fundamentals of Cost Benefit Analysis	Fall AY27
MN3315	(4-0)	Acquisition Management and Contract Administration	SEP - DEC 2026
			Quarter 3
MN3302	(3-0)	Advanced Project Management	Winter AY27
MN3309	(3-2)	Software Acquisition Management for Defense Systems	JAN - MAR 2027
			Quarter 4
MN3320	(3-0)	Contract Cost and Price Analysis	Spring AY27
MN3321	(3-0)	Federal Contract Negotiations	APR - JUN 2027
			Quarter 5
MN4602	(3-2)	Acquisition Test and Evaluation Decision Science	Summer AY27
SE4011	(3-2)	Systems Engineering for Acquisition Managers	JUL - SEP 2027
			Quarter 6
MN3384	(3-2)	Acquisition Production, Quality and Manufacturing Decision Science	Fall AY28
MN4045	(3-0)	Defense-Focused Managerial Inquiry	SEP - DEC 2027
			Quarter 7
MN4105	(3-0)	Strategic Management	Winter AY28
MN4470	(3-2)	Strategic Planning and Policy for the Acquisition Logistics Manager	JAN - MAR 2028
			Quarter 8
MN4090	(0-6)	Capstone Applied Project	Spring AY28
MN4307	(3-2)	Defense Acquisition Program Management Case Studies	MAR - JUN 2028

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

Class day and time = Tuesday and Thursday 1000-1300 Pacific Time. Graduation: JUN 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.

ADDITIONAL INFORMATION - DAWIA/DAU AND PROGRAM MANAGEMENT PROFESSIONAL:

- **DAWIA Training for Program Management Practitioner Certification**
NPS graduate-level education courses in Program Management is now aligned to Defense Acquisition University (DAU) training courses and requirements, making it easier for NPS students to complete required acquisition professional certifications. Separate from the fulfillment process, students must still have the requisite years of Program Management experience and pass the certification exam for DAWIA certification. Visit <https://nps.edu/web/ddm/dawia-training> for more information.
- **Project Management Professional Certification (PMP)**
Project Management Professional Certification is the internationally recognized and industry-accepted standard for project management professionals. NPS MSA-PM students are given an opportunity to earn the PMP credential. Visit <https://nps.edu/web/ddm/pmp-cert> for more information.

COURSE DESCRIPTIONS:

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.

MN3303 Principles of Acquisition and Contract Management (4-0)

This course is an introduction to the principles of government acquisition and contracting. It presents the fundamentals of the Federal Acquisition Regulation (FAR) and the DoD FAR Supplement; the federal acquisition and contracting processes, including requirements determination, acquisition strategies, government contract law, ethics, contract types, contracting methods, and acquisition/contract management techniques. Prerequisites: None.

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. Prerequisites: College Algebra or equivalent.

MN3315 Acquisition Management and Contract Administration (4-0)

This course focuses on the management functions and decision-making techniques involved in the award and administration of Best Value competitively negotiated contracts. The first phase of the course concentrates on the source selection phase of the acquisition process; specific topics include acquisition planning, market research, source selection planning, proposal development, solicitation management, source selection evaluation, contract award, and contractor debriefings. The second phase of the course emphasizes the performance phase of the acquisition process; specific topic areas include organizing contract administration, transitioning to performance, quality management, subcontract management, financial management, performance monitoring, change management, and contract closeout. Emphasis is on the use of legal case studies and practical exercises. Prerequisites: MN3303.

MN3302 Advanced Project Management (3-0)

This course builds on the students' experience in the acquisition workforce. Cases are used to examine each of the major disciplines in the acquisition process and bring each student to a current and common understanding of the acquisition environment, process, requirements and management approaches. Prerequisites: None.

MN3309 Software Acquisition Management for Defense Systems (3-2)

This course focuses on the key aspects of mission critical computer resources with particular emphasis on major weapon systems embedded software. The course analyzes software development, software risk management, software in the systems acquisition life cycle, software metrics, contracting methods for software, software test and evaluation, and software configuration management. Case studies, reports, software specifications and standards, and other similar documents/materials are used. The course addresses the underlying management principles involved in software acquisition. Significant software acquisition issues and problems are examined and solutions developed. Prerequisites: MN3331 or M3221 and MN3222 or MN3301 or consent of instructor.

MN3320 Contract Cost and Price Analysis (3-0)

This course involves the study and application of pricing theory and strategies, costing methods, cost and price analysis, cost principles, Cost Accounting Standards, and related genres in examining proposed and incurred costs in Federal contracts in both pre-award and post-award contexts. May not require this for MSCM students with extensive field experience and existing CON Level I DAU certification or higher. Prerequisites: MN3303 or similar introductory contracting principles course.

MN3321 Federal Contract Negotiations (3-0)

This course involves the study and application of the art and science of developing and conducting comprehensive government contract negotiations. Emphasis is placed on cost and price analytical techniques in the formulation and presentation of a pre-negotiation business clearance, strategy and actual conduct of negotiations in a simulated business environment. Prerequisites: MN3320.

MN4602 Acquisition Test and Evaluation Decision Science (3-2)

Designed to cover Developmental, Operational and Joint Test and Evaluation, including planning concepts and procedures frequently used in test and evaluation programs. Taught from the perspective of the Program Manager, Test Project Officer and Test Engineer. Actual military cases are used for example. Topics include the role of Test and Evaluation in Systems Engineering and Acquisition Management, DT and OT test planning, introduction to test design, conduct of tests,

live fire testing, modeling and simulation, human systems integration (HSI), reporting test results, range and resource issues, and lessons learned. Student teams will write a detailed test plan. Prerequisites: MN3331 or MN3221 and MN3222 or MN3301 or consent of instructor.

SE4011 Systems Engineering for Acquisition Managers (3-2)

Systems engineers flow requirements down to detailed elements, integrate elements, and verify system performance. This course concentrates on the structural and technical elements of system engineering necessary in the product development domain. Multidisciplinary activities leading to requirements analysis, design trades, and integrated product-process development are complemented by current best manufacturing practices and design for cost principles. Structured methods, decision analysis, and quality engineering foundations are emphasized. Case studies from a variety of industrial contexts are presented and discussed. Prerequisites: None.

MN3384 Acquisition Production, Quality and Manufacturing Decision Science (3-2)

This course provides the student with an understanding of the principles and concepts of production and quality management in the DoD acquisition environment. Topics include production planning and control, "lean" production, and bottleneck analysis; quality management systems, statistical process control, and six sigma; cost estimating methods, activity-based costing, and progress payments in support of production; productivity; environmental, safety and occupational health; warranties; specs & standards reform; and the Defense industrial base. Prerequisites: MN3331 or MN3221 and MN3222 or MN3301 or consent of instructor.

MN4045 Defense-Focused Managerial Inquiry (3-0)

Fundamentally, this is a course in thinking critically and analytically. It is also a unique, practical opportunity for students to develop a research question, methodology, and proposal for their MBA project or master's thesis. Indeed, many students can expect to complete the initial stages of their MBA project or thesis by fulfilling the course requirement for a team-based research report. As Cooper and Schindler write: "Research is any organized inquiry carried out to provide information for solving problems. Business research is a systematic inquiry that provides information to guide business decisions. This includes reporting, descriptive, explanatory, and predictive studies. The managers of tomorrow will need to know more than any managers in history. Research will be a major contributor to that knowledge. Managers will find knowledge of research methods to be of value in many situations. They may need to conduct research either for themselves or for others. As buyers of research services, they will need to be able to judge research quality. Finally, they may become research specialists themselves." Punch prefers to describe research as "organized common sense," since it "supports the idea that good research is within the grasp of many people." In this way, we can "simplify the more technical aspects of research methods, and enhance understanding, by showing the logic behind them." This course similarly seeks to examine the logic of research methods--recognizing that these methods may differ across disciplines and subspecialties--rather than focus on detailed models or procedures that may hold little meaning for the military's managers. It is not a course in rules or required steps; rather, it is a course in understanding the principles, concepts, and range of techniques that define the craft of research. Prerequisites: None.

MN4105 Strategic Management (3-0)

Strategic Management entails the establishment of an organization's direction and the implementation and evaluation of that direction given 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 federal

agencies. In previous courses, students concentrate on the functional elements of management (e.g., accounting, finance, acquisition, logistics, contracting, etc.). This course addresses the challenges of setting directions 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. Prerequisite: MN3012 or consent of Instructor.

MN4470 Strategic Planning and Policy for the Acquisition Logistics Manager (3-2)

The course explores and analyzes the concepts, processes and methods of strategic logistics planning and execution, emphasizing proactive techniques to ensure maximum logistics influence on major weapon systems acquisition as well as optimum life cycle management of fielded systems. The course will examine and analyze key opportunities for maximum logistics influence in requirements development, contracting, test and evaluation, reliability and maintainability, as well as financial management and communications. The course will feature logistics management relevance to service roles and missions. The course will employ lectures, guided discussions, case studies, role-playing, panel discussions and lessons learned in the DoD acquisition environment. Prerequisites: MN3331 or MN3301 or MN3221 and MN3222 or consent of instructor.

MN4090 Capstone Applied Project (0-6)

This course reflects laboratory hours dedicated to presenting research techniques and independent/team efforts needed to conduct Joint Applied Project research and analysis and to produce the Professional Report. These laboratory hours will be used by students and student teams for interactions with their Joint Applied Project advisors, Academic Associate(s), editors, and thesis processors in producing high quality, disciplined research products for publication as appropriate. Prerequisites: None.

MN4307 Defense Acquisition Program Management Case Studies (3-2)

This course provides the student with knowledge and understanding of major systems management control processes and tools, application of program management control systems and the use of computer-based management information systems with strategic media choices to develop effective media campaigns, interact effectively with the print and broadcast news media, and handle press conferences and similar media events. Particular attention is focused on anticipating and handling crisis communication. Specifically, students will learn to organize crisis management teams, develop crisis management plans, and create communication plans to manage information and public perception. Case studies involving program management problem solving and decision making in the acquisition environment are used. Prerequisites: MN3331 or MN3221 and MN3222 or MN3301 or consent of Instructor.