Master of Science in Financial Management
Curriculum 857 Matrix
MSFM: Cohort 857-273
Commencing MAR 2027 (AY27)

Course #	Credit #	Course Title	Schedule
			Quarter 1
MN3050	(4-0)	Financial Reporting and Analysis (Financial Accounting)	AY27 Spring
MN4053	(4-0)	Defense Budget and Financial Management Policy	MAR - JUN 2027
			Quarter 2
MN3040	(4-0)	Data Management and Statistics	AY27 Summer
MN3070	(4-0)	Fundamentals of Cost Benefit Analysis	JUL - SEP 2027
			Quarter 3
MN3301	(3-2)	Acquisition of Warfighting Systems	AY28 Fall
MN3510	(3-0)	Defense Financial Management Practice	SEP - DEC 2027
			Quarter 4
MN3051	(3-0)	Cost Management (Managerial Accounting)	AY28 Winter
MN4052	(3-0)	Managerial Finance	JAN - MAR 2028
			Quarter 5
MN4014	(4-0)	Competitive Strategy and Innovation (Strategic Management)	AY28 Spring
MN4912	(4-0)	Multivariate Data Analysis	APR - JUN 2028
			Quarter 6
MN4510	(4-0)	Strategic Resource Management	AY28 Summer
MN4570	(3-0)	Advanced Finance	JUL - SEP 2028
			Quarter 7
MN4101	(3-3)	Collaborative Problem Solving I (Capstone Applied Project)	AY29 Fall
MN4520	(3-0)	Internal Control and Audit	SEP - DEC 2028
			Quarter 8
MN4102	(3-3)	Collaborative Problem Solving II (Capstone Applied Project)	AY29 Winter
MN4530	(4-0)	Management Control Systems	JAN - MAR 2029

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 2029

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 War (DOW), key offices in the executive branch, and in the legislative of the federal government. The course covers the resource planning and budgeting processes of the Department of Navy, DoW, and the federal government by examining the roles and influences of the various institutions of the government. The philosophical, theoretical, and practical aspects of all phases of the Planning, Programming, Budgeting Execution System (PPBES) are explored. Students are introduced to and will apply foundational concepts in legal theory, public policy, welfare economics, cost-benefit analysis, and cost effectiveness analysis to analyze and understand the complexities of national security resource allocation decision-making. Prerequisites: None.

MN3040 Data Management and Statistics (4-0)
This course introduces students to basic concepts and procedures in descriptive and inferential statistics and prepares them for subsequent statistical courses in Multivariate Data Analysis (MN4012, MN4110 and MN4111), Applied Manpower Modeling (MN4761), and beyond. This course bridges the gap between theoretical concepts and applied work in statistics in the context of answering manpower related policy questions. The course introduces probability theory as a background for understanding inferential statistics. It then covers statistical distributions and methods for deriving, describing, and summarizing single-variable statistics. Finally, methods are presented for drawing inferences from research samples to populations, including hypothesis testing and confidence intervals. 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 analyses. Prerequisites: None.

MN3301 Acquisition of Warfighting Systems (3-2)

This course introduces the principles and concepts that underlie 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 concentrates on financial management practices within DoW 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' ability to apply financial management concepts to real life situations. Prerequisites: None.

MN3051 Cost Management (Managerial Accounting) (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 having 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: 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 implication for 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: MN3050 or consent of the Course Coordinator or the Instructor.

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 War 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 (4-0)
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 MN3040, and they will use real-world DoW data and managerially relevant examples. Topics include linear and logistic regression, sampling distributions, estimation, prediction and hypothesis testing and study design. Prerequisites: MN3911 or MN3040 or consent of the Course Coordinator or the 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: MN3051 or MN3156 and MN4052 or consent of the Course Coordinator or the 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: MN4052.

MN4101 Collaborative Problem Solving I (3-3) - Capstone Applied Project
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: Completion of the previous six quarters of the degree program.

MN4520 Internal Control and Audit (3-0)
This course provides an introduction to 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: MN3051 or MN3156 or MN3056 or consent of the Course Coordinator or the Instructor.

MN4102 Collaborative Problem Solving II (3-3) - Capstone Applied Project
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: Completion of the previous seven quarters of the degree program.

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: MN3051 or MN3056 or MN3156**.**