



# 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 30 MAR 2027 with the NPS Department of Acquisition, Finance and Manpower (DAFM)**

The Master of Science in Financial Management (MSFM-Curriculum 857) educates eligible Army acquisition workforce civilians 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 (Curriculum 194) 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 Microsoft Teams. 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 the Army DACM Office with participants incurring 24 months Continued Service Agreement after graduating from the program.
- Subject to availability of funds, the Army DACM Office may reimburse participants up to \$250 per course for books.
- Students are required to use a computer on which R and 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 and curriculum questions contact Dr. Christina Hart, Distance Learning Program Director for the DAFM, (831) 656-6269 or [cchart@nps.edu](mailto: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. Part One: Complete the NPS online application.
2. Part Two: 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 15 Oct 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](mailto:admissions@nps.edu).

Complete all steps of the NPS online application, using the following information for completing **Steps 1, 2 and 5**.

- **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: 2027/3: (Spring, 3/29/2027 to 6/17/2027)

- **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 Acquisition, Finance and Manpower 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 title 'Employer Information'. Below the header, there are several fields and options:

- Employer Type \***: Four radio button options: ☐ US Military, ☒ US Govt Civilian, ☐ Defense Contractor, and ☐ Non-US Govt.
- Govt Civilian Employer \***: A dropdown menu currently showing '- Select Employer -' with a red information icon to its right.
- Federal Pay Plan \***: A dropdown menu currently showing '- Select Pay Plan -'.
- Federal Pay Grade \***: A dropdown menu currently showing '- Select Pay Grade -'.
- Federal Occupational Series (FOS)**: A text input field, which is circled in red in the image.
- 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](mailto: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](mailto:admissions@nps.edu) or mailed to:  
Admissions Office (Official Transcripts)  
Naval Postgraduate School  
1 University Circle, Herrmann Hall 061A  
Monterey, CA 93943

**Part Two:**

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.
- STRL applicants must have at least 24 months left on their current appointment upon graduation to fulfill 24 months of obligated service on CSA; possible extensions are not considered when reviewing current appointment.

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](mailto:uhura.n.smith.civ@army.mil) for assistance.

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

- a. Complete the NPS MSFM (857-273) application for consideration of funding between 14 September 2026 – 22 October 2026. 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 "CAPPMIS".
  - Click "AAPDS".
  - Click "APPLY".
  - Navigate to NPS-MSFM (857-273) Website and Call for Applications in the list and click the associated "Apply" link in the right column.

- b. Your application will not be considered for funding if the required documents below are not completed in accordance with instructions, where applicable, in this Call for Application, or the correctly completed document is not uploaded in the corresponding application section.
- Command Endorsement (applicant upload)
  - Supervisor Endorsement (applicant upload)
  - Statement of Interest (applicant upload)
  - Resume' (applicant upload)
  - Continued Service Agreement (applicant upload)
  - NPS Conditional Letter of Acceptance (applicant upload)
  - ACRB (system generated)
  - Senior Rater Potential Evaluation (system generated)

Follow instructions within each section of the application and click the "Submit Application" button when you have correctly 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 (857-273) Applicant Data:**
  - ✓ Naval Post Graduate School" for the school (prepopulated)
  - ✓ "Masters" for the degree (prepopulated)
  - ✓ "Master of Science in Financial Management" for the major (prepopulated).
  - ✓ Respond to the funding Information question.
- **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. You will receive an error message if those blocks do not have a check in it. A valid work number, email address, and current supervisor are required in your application.
- **Acquisition Career Record Brief (ACRB):** Within CAPPMS, the latest version of the ACRB will automatically be uploaded into the 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 [here](#).

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](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](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 October 1, 2024 thru September 30, 2025 (FY25). The SRPE must be completed and generated using CAPP MIS. The senior rater should use narrative comments to support the employees' potential and readiness for greater responsibilities.
- ✓ 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 be uploaded 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 review.
- **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 program are required to rank order applicants within each Command Endorsement Memorandum per applicant. Each Command Endorsement Memorandum is limited to two pages 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 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;
  - ✓ Subject line in the memorandum must include:
    - Your name
    - Command Endorsement
    - Program Name
    - The curriculum number and cohort in parenthesis.
 Example: John Doe – Command Endorsement for the MSFM Program (857-273)
  - ✓ 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. 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;

- ✓ Applicant uploads the completed Command Endorsement into CAPPMS/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 1<sup>st</sup> or 2<sup>nd</sup> level supervisor. The supervisor's name must match the supervisor's name in CAPPMS 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 in the memorandum must include:
    - Your name
    - Supervisor Endorsement
    - Program Name
    - The curriculum number and cohort in parenthesis.

Example: John Doe – Supervisor Endorsement for the MSFM Program (857-273)
  - ✓ 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 (857-273) program during duty time every Tuesday and Thursday from 0800 to 1100, (Pacific Time) whenever class is in session for the duration of the 2-year program, starting the week of **"March 30, 2027 – March 30, 2029."*** and;
  - ✓ Be signed by the required completing official and;
  - ✓ Applicant uploads completed Supervisor Endorsement into CAPPMS/AAPDS.
- **Statement of Interest (PDF file):** The applicant must create a personal "Statement of Interest" describing why you want to participate in the MSFM program. 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):
 

Director, Acquisition Career Management Office, Bldg 201, Suite 101, 9900 Belvoir Road, Fort Belvoir, VA 22060 and;
  - ✓ Subject line in the Statement of Interest must include:
    - Your name
    - Statement of Interest
    - Program Name
    - The curriculum number and cohort in parenthesis.

Example: John Doe – Statement of Interest for the MSFM Program (857-273)
  - ✓ 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
- **Resume (PDF file):** This is the applicant's opportunity to highlight educational achievements, work experience, skills, and accomplishments, which are key indicators to the preparation for and success as an acquisition professional. Resumes should not simply list responsibilities. Instead, resumes should highlight the applicants' qualities, strengths, and unique accomplishments. Applicants should ensure experience descriptions and dates match those in the ACRB. View/download Resume' Template [here](#).
- **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 15 October 2026. Applicants must meet both NPS' admissions requirements and Army DACM eligibility requirements to participate in the program. For questions about the NPS Conditional Letter of Acceptance, contact NPS Admissions at [admissions@nps.edu](mailto:admissions@nps.edu) or Dr. Christina Hart, Distance Learning Program Director for the Department of Acquisition, Finance and Manpower, (831) 656-6269 or [cchart@nps.edu](mailto: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. Participants incur a 24-month Continued Service Agreement after graduating from the program. After the employee and supervisor complete their portions of the CSA, it must be uploaded into CAPPMS/AAPDS. [View/download the CSA here](#).
- **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. 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.

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 complete the IDP steps.

After you confirmed you are in the "Education Plan" section of your IDP, click "Add Course" and complete the following fields:

- ✓ Courts ID: Retrieve Course ID from the MSFM 857-273 matrix below
- ✓ Course title: Retrieve course title from the MSFM 857-273 matrix below
- ✓ Projected Start: Indicate the date for the beginning of the month
- ✓ Projected End: Indicate the date for the end of the month

- ✓ 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 Requested: Leave Blank
  - ✓ Course Hours: Leave Blank
  - ✓ Course Type: Leave Blank
  - ✓ Estimated Book Cost: \$250
  - ✓ Estimated Tuition Cost: \$2,850
  - ✓ Planned Funding Source: Select “AETE-NPS” from the drop-down menu
  - ✓ Click the “Save and Finish” button after entering each class
- **Unofficial Copy of NPS Transcript:** Participants are required to provide an unofficial copy of their NPS transcript to the Army DACM Office MSFM Program Manager via email showing grades for completed courses immediately upon receipt of grades, but no later than 30 days after each course completion date. The program manager will award CLPs and officially post grades in AAPDS/Student Manager Module after the student provides an unofficial copy of their NPS transcript to the program manager via email at [uhura.n.smith.civ@army.mil](mailto:uhura.n.smith.civ@army.mil).
  - **Reimbursement to the Federal Government:**  
Participants are required to reimburse the Federal Government for any of the following reasons.
    1. An “incomplete”, “failed”, or a grade less than a “B” in a course.
    2. “Drop” or “withdraw” from a course after the course start date.
    3. Withdrawal from the program after commencement of the program and funds have been incurred.
    4. Non-fulfillment of the period of obligated service dates.

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

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