Master of Science in Program Management
Course Descriptions

GE3070 Economics for Defense Managers (3-0)
Develops the fundamental tools of microeconomics and macroeconomics and applies them to
topics in the management and allocation of resources in defense acquisition management with
particular emphasis on the applications of economic theory to defense decision making. Topics
covered include defense and the macro economy; markets and their effects on defense
acquisition and contracting practices; the economics of corporate strategy; and efficiency in
defense decision making. Prerequisites: None.

MN3221 Principles of Acquisition and Program Management I (3-0)
This is the first of two courses which provides the student with an understanding of the
underlying concepts, fundamentals and philosophies of the Department of Defense systems
acquisition process and the practical application of program management methods within this
process. The course examines management characteristics and competencies, control policies
and techniques, systems analysis methods and functional area concerns. Techniques for
interpersonal relationships will be examined in team exercise settings. Topics, from a program
management perspective, include the evolution and current state of systems acquisition
management, the system acquisition life cycle, requirements analysis, systems engineering,
contract management, resource management, test and evaluation, user-producer acquisition
management disciplines and activities; and program planning, organizing, staffing, directing and
controlling. Case studies are used to analyze various acquisition issues. This course offers DAU
equivalencies. Prerequisites: None.

MN3012 Communications Strategies for Effective Leadership (3-0)
This course provides DoD military officers and civilians with the communication strategies and
skills to manage and lead in the dynamic DoD environment. Instruction focuses on assessing
various communication models, making strategic media choices, writing effective informative
documents, developing associates' communication competencies through various feedback
roles, and giving lucid briefings. Prerequisites: None.

MN3222 Principles of Acquisition and Program Management II (3-0)
This is the second of two courses which provides the student with an understanding of the
underlying concepts, fundamentals and philosophies of the Department of Defense systems
acquisition process and the practical application of program management methods within this
process. The course examines management characteristics and competencies, control policies
and techniques, systems analysis methods and functional area concerns. Techniques for
interpersonal relationships will be examined in team exercise settings. Topics, from a program
management perspective, include the evolution and current state of systems acquisition
management, the system acquisition life cycle, requirements analysis, systems engineering,
contract management, resource management, test and evaluation, user-producer acquisition
management disciplines and activities; and program planning, organizing, staffing, directing and
controlling. Case studies are used to analyze various acquisition issues. This course offers DAU equivalencies. Prerequisites: MN3221.

**MN4474 Organizational Analysis (3-1)**
This course prepares leaders to analyze, understand, and influence organizations and organizational processes. The focus is on principles and techniques for diagnosing managerial problems and developing solutions. The course combines theoretical and practical knowledge to prepare students for situations that commonly arise and give them the tools to deal with unexpected or unusual situations. First, we build foundational understanding of how organizations work, viewing people, technologies, tasks, and structures as interrelated components of complex systems. Then we apply this understanding to real organizations. From a leadership perspective, we identify ways to improve an organization's efficiency and effectiveness, motivate subordinate and peer performance, manage organizational boundaries, and increase the likelihood that evidence-based decisions and actions will be taken. Students complete a course project analyzing the structures, processes, boundary-spanning activities, and environment of an organization. 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. This course offers DAU equivalencies. Prerequisites: None.

**MN3172 Resourcing National Security: Policy and Process (3-0)**
This course analyzes federal policy-making with emphasis on resource decision making for national defense. The roles of principal budget participants are examined in detail. Executive (especially DoD) and congressional budget processes are assessed to indicate how national security policy is implemented through resource allocation. Spending for national security policy is tracked from budget submission through resolution, authorization and appropriation. The politics of budgeting for national defense is evaluated to indicate the dynamics of executive-legislative competition over scarce federal resources. Prerequisites: None.

**MN3384 Acquisition Production, Quality and Manufacturing Decision Science (4-1)**
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 and standards reform; and the Defense industrial base. This course offers DAU equivalencies. Prerequisites: MN3331 or MN3221 and MN3222 or GE3221 and GE3222 or consent of instructor.
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 examples. 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 (HIS), reporting of test results, range and resource issues, and lessons learned. Student teams will write a detailed test plan. This course offers DAU equivalencies. Prerequisites: MN3331 or MN3221 and MN3222 or GE3221 and GE3222 or MN3301.

MN3302 Advanced Project Management (3-0)
Builds on the student's 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. Prerequisite: 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 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: MN3012.

MN3309 Software Acquisition Management for Tactical and Strategic Systems (4-1)
This course examines the fundamentals of major Congressional statutes, agency policies and regulations, and legal precedents which govern the Federal procurement process. The course contrasts the legal regimes of private and government contracting with strong emphasis on unique aspects of government contracts law, including appropriations limitations; the power to contract; competitive and non-competitive methods of contract formation; contract administration issues such as changes and terminations; transparency and oversight; and bid protests, size protests and disputes. The course prepares students to identify and choose among legal tools, strategies, and processes which should control their decision-making as contracting professionals. This course offers DAU equivalencies. Prerequisites: MN3331 or MN3222 or GE3222 or MN3302.

MN4307 Defense Acquisition Program Management Case Studies (4-0)
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
so as 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 GE3221 and GE3222 or MN3301, or consent of instructor.

**MN3155 Financial Management for Acquisition Managers (2-0)**
This course is a study of financial management practices and issues associated with federal government acquisition programs. The course has emphasis on (1) the resource management process flow from initiation of a new acquisition program through execution of appropriated funds (procurement and research & development accounts) for that program, (2) the congressional approval and review process unique to procurement, and (3) cost estimation, analysis and evaluation as tools for sound acquisition management decision making, and long-term investment analysis. Prerequisites: None.

**MN4090 Capstone Applied Project (0-6)**
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

**MN4470 Strategic Planning and Policy for the Logistic Manager (4-0)**
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. This course offers DAU equivalencies. Prerequisites: None.