

## Course Offerings

### Defense Resources Management

**4 weeks** (MASL P162002 resident, P471054 online)

Provides an overview of the long-term implications of today's decisions, teaching participants to recognize and evaluate competing alternatives at both the strategic and operational levels of defense organizations. Faculty integrate concepts, principles, and techniques drawn from the disciplines of management, economics, and quantitative methods to teach participants to analyze tradeoffs among alternatives in terms of their costs, effectiveness, availability, and risks.

### International Defense Management

**10 weeks** (MASL P162003 resident, P471053 online)

Provides an in-depth examination of the long-term implications of today's resources management decisions, teaching participants to recognize and evaluate competing alternatives at both the strategic and operational levels of defense organizations. Faculty integrate concepts, principles, and techniques drawn from the disciplines of management, economics, and quantitative methods to teach participants to analyze tradeoffs among alternatives in terms of their costs, effectiveness, availability, and risks. Participants learn to define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and budget resource requirements.

### Senior International Defense Management

**4 weeks** (MASL P162004 resident, P471060 online)

This executive education program brings together flag and general rank military officers and equivalent senior civilian officials from around the world to address contemporary security challenges and resources management issues. Participants develop skills and insights that enhance strategic-level decision making and refine their ability to define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and budget resource requirements.

### Data Analytics for Financial and Resources Management

**2 weeks** (MASL P159002 resident, P471102 online)

Participants evaluate models and data to answer a variety of defense resources management questions, understand how models are used to predict outcomes, and become better communicators of the results of analysis to decision makers.

### Human Capital Resources Management

**2 weeks** (MASL P162018 resident, P471059 online)

Participants develop an understanding of the unique role that manpower plays in defense resources management and learn how to use analytical models, derive a force structure, and design personnel policies from recruitment through retirement to achieve strategic objectives.

### Introduction to Budgeting Concepts

**2 weeks** (MASL P156600 resident, P471056 online)

Participants develop an understanding of public budgeting best practices, how the execution phase of a resources management system should link to strategic plans, and actions and outputs required to successfully formulate, execute, and evaluate budgets.

### Multiple Criteria Decision Making

**2 weeks** (MASL P162012 resident, P471055 online)

Participants develop a quantitative approach to support decision making by managers in defense organizations with a focus on decisions involving many organizational objectives.

### Performance Management and Budgeting

**2 weeks** (MASL P162014 resident, P471058 online)

Participants develop a foundation for performance management and performance budgeting by constructing top-level goals and performance targets, working to develop performance hierarchies with measurable performance indicators, and learning about differences in supporting budgeting and accounting systems, and their roles in driving performance-based outcomes.

### Risk Management

**2 weeks** (MASL P162000 resident, P471057 online)

Participants learn to define risk, acquire skills to assess risk, develop an understanding of basic risk management techniques, and apply risk assessment and management in several areas of defense resources management.

## DEFENSE RESOURCES MANAGEMENT INSTITUTE

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# Schedule of Courses FY21-FY24



QTR/FY	RESIDENT COURSES	MASL#	START DATE	END DATE
Q5 FY20 / Q1 FY21	International Defense Management	P162003	13-Oct-2020	16-Dec-2020
	Multiple Criteria Decision Making	P162012	25-Oct-2020	6-Nov-2020
	Introduction to Budgeting Concepts	P156600	25-Oct-2020	6-Nov-2020
	Risk Management	P162000	8-Nov-2020	20-Nov-2020
	Performance Management and Budgeting	P162014	8-Nov-2020	20-Nov-2020
	Data Analytics for Financial and Resources Management	P159002	6-Dec-2020	18-Dec-2020
Q2 FY21	Human Capital Resources Management	P162018	24-Jan-2021	5-Feb-2021
	Risk Management	P162000	24-Jan-2021	5-Feb-2021
	International Defense Management	P162003	7-Feb-2021	15-Apr-2021
	Introduction to Budgeting Concepts	P156600	7-Feb-2021	19-Feb-2021
	Multiple Criteria Decision Making	P162012	7-Feb-2021	19-Feb-2021
	Performance Management and Budgeting	P162014	21-Feb-2021	5-Mar-2021
	Data Analytics for Financial and Resources Management	P159002	7-Mar-2021	19-Mar-2021
Q3 FY21	Defense Resources Management	P162002	18-Apr-2021	14-May-2021
	Defense Resources Management	P162002	16-May-2021	11-Jun-2021
	Defense Resources Management	P162002	13-Jun-2021	9-Jul-2021
Q4 FY21	Senior International Defense Management	P162004	1-Aug-2021	27-Aug-2021
	Defense Resources Management	P162002	29-Aug-2021	24-Sep-2021
Q5 FY21 / Q1 FY22	International Defense Management	P162003	12-Oct-2021	16-Dec-2021
	Multiple Criteria Decision Making	P162012	24-Oct-2021	5-Nov-2021
	Risk Management	P162000	7-Nov-2021	19-Nov-2021
	Data Analytics for Financial and Resources Management	P159002	5-Dec-2021	17-Dec-2021
Q2 FY22	Human Capital Resources Management	P162018	23-Jan-2022	4-Feb-2022
	International Defense Management	P162003	6-Feb-2022	14-Apr-2022
	Introduction to Budgeting Concepts	P156600	6-Feb-2022	18-Feb-2022
	Performance Management and Budgeting	P162014	20-Feb-2022	4-Mar-2022
	Data Analytics for Financial and Resources Management	P159002	6-Mar-2022	18-Mar-2022
Q3 FY22	Defense Resources Management	P162002	17-Apr-2022	13-May-2022
	Defense Resources Management	P162002	15-May-2022	10-Jun-2022
	Defense Resources Management	P162002	12-Jun-2022	8-Jul-2022
Q4 FY22	Senior International Defense Management	P162004	31-Jul-2022	26-Aug-2022
	Defense Resources Management	P162002	28-Aug-2022	23-Sep-2022
Q5 FY22 / Q1 FY23	International Defense Management	P162003	9-Oct-2022	15-Dec-2022
	Multiple Criteria Decision Making	P162012	23-Oct-2022	4-Nov-2022
	Risk Management	P162000	6-Nov-2022	18-Nov-2022
	Data Analytics for Financial and Resources Management	P159002	4-Dec-2022	16-Dec-2022
Q2 FY23	Human Capital Resources Management	P162018	15-Jan-2023	27-Jan-2023
	International Defense Management	P162003	6-Feb-2023	13-Apr-2023
	Introduction to Budgeting Concepts	P156600	29-Jan-2023	10-Feb-2023
	Performance Management and Budgeting	P162014	12-Feb-2023	24-Feb-2023
	Data Analytics for Financial and Resources Management	P159002	12-Mar-2023	24-Mar-2023
Q3 FY23	Defense Resources Management	P162002	16-Apr-2023	12-May-2023
	Defense Resources Management	P162002	14-May-2023	9-Jun-2023
	Defense Resources Management	P162002	11-Jun-2023	7-Jul-2023
Q4 FY23	Senior International Defense Management	P162004	30-Jul-2023	25-Aug-2023
	Defense Resources Management	P162002	27-Aug-2023	22-Sep-2023
Q5 FY23 / Q1 FY24	International Defense Management	P162003	15-Oct-2023	21-Dec-2023
	Multiple Criteria Decision Making	P162012	22-Oct-2023	3-Nov-2023
	Risk Management	P162000	5-Nov-2023	17-Nov-2023
	Data Analytics for Financial and Resources Management	P159002	3-Dec-2023	15-Dec-2023