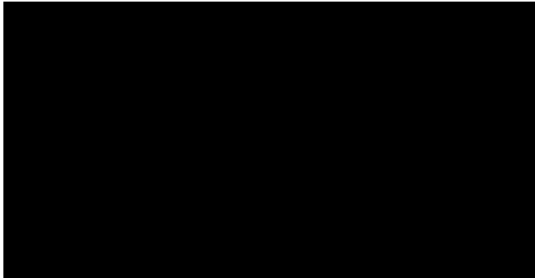


FY2014 - FY2016 EDUCATIONAL SKILLS REQUIREMENTS
Financial Management - Defense Focus
Subspecialty 3100
Curricula 805 & 807

EDUCATIONAL SKILLS REQUIREMENTS FOR: Financial Management -
Defense Focus/3100

1. Curricula Numbers: 805 & 807
2. Curricula taught at NPS.
3. Students are Fully Funded
4. Curricula Length in months: 24 months
5. APC Required: 245
6. Community Managers have agreed to allow Officers to be educated for Financial Management - Defense Focus/3100.

Designator	Officer Community Manager Name
a. 111X	
b. 112X	
c. 13xx	
d. 114X	
e. 310X	
f. 120X	
g. 230X	
h. 510X	

ESR 1: Business Ethics and Moral Development - The graduate will understand the ethical challenges of the global Defense business environment facing senior Navy corporate business leaders and resource managers, and develop the critical thinking and analytical skills required to address complex issues. In addition, the students will develop a personal approach to achieve ethical outcomes in the decision making process.

ESR 2: Complex Systems Thinking - The graduate will be able to diagnose complex Navy and DoD problems from a systems perspective and offer solutions that maintain system alignments.

ESR 3: Managing and Leading Complex Change - The graduate will understand the managerial and leadership levers required to institute and manage complex change and the implementation

strategies necessary to ensure change initiatives reach all organizational levels.

ESR 4: Strategic Thinking - The graduate will have knowledge of senior-level decision-making processes under conditions of significant uncertainty within the unique context of DoD organizations. In addition, students will learn how to implement these decisions, evaluate their effectiveness, and determine steps to take if desired outcomes aren't reached.

ESR 5: Analysis for Efficiency and Effectiveness - The graduate will be able to use various statistical methods to solve complex and unstructured problems in which alternatives will be evaluated and selected based on cost and systems analysis factors. This includes the use of probability theory, decision models and decision analysis, decision trees, forecasting, and simulation to make decisions under conditions of uncertainty with competing objectives.

ESR 6: Program Management Policies - The graduate will have an ability to execute Defense acquisition policies, strategies, plans and procedures; an understanding of the policy-making roles of various federal agencies of the executive, legislative and judicial branches of the Government, particularly the Department of Defense (DoD), the Government Accountability Office (GAO), congressional committees, the Office of Management and Budget (OMB); and an understanding of the strategies necessary to influence policy development and implementation.

ESR 7: System Acquisition Process - The graduate will understand the theory of the systems acquisition process. This involves the major system life cycle process for requirements determination, research and development, funding and budgeting, procurement, systems engineering, test and evaluation, manufacturing and quality control, integrated logistics support, ownership and disposal; the interrelationship between reliability, maintainability and logistics support as an element of system effectiveness in Defense system/equipment design; and embedded weapon system software, particularly related to current policies and standards, software metrics, risk management, inspections, testing, integration, and post-deployment software support.

ESR 8: Federal and Defense Budgeting - The graduate will understand the roles of the executive and legislative branches in setting Federal/Defense fiscal policy, allocating resources to national defense, budget formulation, negotiation, and

execution strategies. In addition, the graduate will have knowledge of all aspects of the Federal, Defense, and Navy budget cycles including the Planning, Programming, Budgeting and Execution (PPBE) process with emphasis on budget formulation and execution of the budget authority provided by Congress in response to DoD budget requests, including an evaluation of the expected benefits to be derived under funded programs.

ESR 9: Defense Financial Management - The graduate will understand how appropriated, revolving, and non-appropriated funds are to be managed in compliance with regulations of the Comptroller of the Navy and the federal government. Also, the graduate will understand and be able to review financial reports, ask pointed questions about budget execution against operating and financial plans, assess the quality of alternate plans based on analyses of an activity's financial performance, and determine the quality of recommendations regarding the reallocation or reprogramming of funds. The graduate will be familiar with federal and private sector financial reporting systems, standards, and practices.

ESR 10: Cost Management and Analysis - The graduate will be able to understand and evaluate different costing systems encountered within Defense and Navy organizations and activities as well as those found in private sector organizations conducting business with the federal government. In addition to private sector cost management policies and practices, the graduate will understand cost accounting standards applicable to Federal organizations and to private sector suppliers of goods and service to the federal government.

ESR 11: Defense Economics - The graduate will be able to apply the fundamental tools of micro- and macroeconomic theory to Defense management and resource allocation decisions. Additionally, the student will understand markets and their interactions with Defense acquisition and contracting processes, the national security implications of globalization, and efficiency in Defense decision making.

ESR 12: Operations/Supply Chain Management - The graduate will understand the management of manufacturing and service operations and how Defense managers can effectively design and control operational processes to achieve world-class performance in these types of operations. The student will also have knowledge of the use of strategic purchasing initiatives to derive a competitive advantage from Defense procurement and

sourcing strategies to achieve increased efficiency and enhanced performance in the global Defense and commercial supply chain management environments.

ESR 13: Evaluation, Innovation, and Creativity - The graduate will demonstrate innovation and creativity in developing solutions to complex financial, budgetary, personnel, program management, or acquisition issues in response to the business need of a senior naval client/stakeholder. This involves the ability to identify and evaluate problems or opportunities, team with others to conduct in-depth analysis, and recommend courses of action for the client to better execute assigned Navy responsibilities. The solutions will be given to the client in a formal presentation and a technical report.

APPROVED:

[Redacted Signature]

MAJOR AREA SPONSOR

4/10/16
DATE

APPROVED:

[Redacted Signature]

President, NPS

2-2-17
DATE

APPROVED:

[Redacted Signature]

Director, TFM PER (OPNAV N12)

2/16/17
DATE

Enclosure (3)