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Graduate School of Business and Public Policy (GSBPP)

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## Graduate School of Business & Public Policy (GSBPP) Newsletter / February 2002

Monterey, California: Naval Postgraduate School

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## Instruction

MBA Brought Changes to “How We Do Business”

This quarter, our first class of MBA students has arrived and started the curriculum. Because of the shift to the MBA, some of the “how we do business” in the area of instructional programs has changed.

**MBA Policy Committee:** This committee is responsible for oversight of the MBA degree program to insure academic quality and integrity. In that role it provides approval for significant changes in the MBA Core curriculum and significant policies related to the MBA.

**MBA Operations Committee:** This committee is composed of GSBPP faculty who are teaching in or developing courses for the MBA core. The role of the MBA Operations Committee is to integrate the MBA core courses. The goal of the committee is to provide the students an integrated learning experience.

**Integration:** A central goal of the MBA program is an overall coherent, integrated Management Core. It represents a significant change from how we have operated in the past. We are not there yet. At this early stage our objective has been to put policies and practices in place that would permit integration to occur.

**Enrollment:** In general, MBA Core courses are open only to our full-time MBA students. This is a necessary condition if we are to achieve the intended integration within the core courses. Part-time students are permitted to enroll in any courses from our MS core that continue to be offered, and specialization courses, but not MBA core. This effectively means part-time students can no longer pursue the MBA degree.

**Lockstep Core curriculum:** The present policy is no validations of MBA Core courses. Two reasons for this: First, given the Defense-focus of our courses, students with prior background in a course can still learn something new, and, additionally, their background can bring something to the other students in the class. Second, meaningful integration of the MBA Core is not possible if students attend only part of it. The result of this no-validations policy is that students move through the MBA Core curriculum in lockstep fashion, taking the same courses in the same quarter and in the same sequence. This practice of no validations and a lockstep program is very different from how we have operated in the past, but very common at top-tiered graduate management programs.

**Student Cohorts:** Students are grouped into cohorts each quarter. Students in each particular cohort attend all MBA Core classes with each other. The reason is to permit instructional activities to cross course boundaries. Individual cohorts are formed to include students from all subspecialty areas. This is in contrast to the NPS historical practice, which has generally been to lump all students from a particular subspecialty area into the same group when assigning them to classes.

Notebook Computers in the Classroom

Did you ever wish that your students can do hands-on computer work while you were lecturing? Did you ever wish you can project a student’s computer work for all to see so you can illustrate what went wrong with the student’s work? If you did, you are in luck. We have a mobile wireless computer lab designed for that.

Doug Brinkley built this mobile lab, which can be wheeled to any classroom. Currently, it is used by Ken Doerr’s class in I-323. Talk to Doug Brinkley for more detail about what this mobile wireless lab

can do to enhance your instruction.

## Research

### Publications & Presentations

#### Journal Article

**L. R. Jones**, F. Thompson and W. Zumeta. "Public Management for the New Millennium: Developing Relevant and Integrated Professional Curricula." *The International Public Management Review*, 2/2 2002: 18-38. Book: **Jerry L. McCaffery** and **L. R. Jones**, "Public Budgeting and Financial Management in the federal Government," Greenwich, CT: Information Age Press, 2001.

#### Book chapter.

William R. Gates and Mark E. Nissen, "Agent- and Web-based Employment Marketplaces in the U.S. Department of Defense," in: A. Gronlund (Ed.), *Electronic Government: Design, Applications and Management* Idea Group Publishing (2002).

#### Conference Presentations

Barry Hirsch and **Steve Mehay**, "Evaluating the Labor Market Experiences of Veterans Using a Matched Comparison Group Design," paper presented to the Southern Economic Association Annual Meetings in Tampa, Florida in November, 2001.

**Steve Mehay** and Bill Bowman, "Return on Investment in Navy Graduate Education Programs" paper presented to the Graduate Education Leadership Meeting, Monterey, CA, January 17, 2002.

**Tarek Abdel-Hamid**, "Illusion of Control in Obesity Treatment," presented at the WMC 2002 Health Sciences Simulation Conference," February, 2002.

#### Project Funded

**Larry Jones** is participating in the design of an international research project on management control and performance measurement in the public and private sectors with faculty in the business school and the JFK School of Government at Harvard University. The three year study will include a survey of international practices and field interviews in more than thirty nations. The project will be jointly funded by the IPMN Foundation, WZB and the Asian Development Bank.

## Welcome Aboard

Please welcome Mary Malina, who just joined us as Assistant Professor of Accounting. Mary received her MBA in Marketing from Butler University in Indiana and her Ph. D. from University of Colorado at Boulder. Prior to joining us, Mary was a visiting faculty at the University of Melbourne in Australia.

Although she is a Certified Public Accountant, her research interests focus on the managerial side of accounting, particularly in performance measurement.

Mary enjoys hiking, camping and mountain biking.

Please drop by her "temporary" office (I-317) and introduce yourself.

## Center for Executive Education (CEE) Activities

**CEE** Director **Barry Frew** led another "**Revolution in Business Practices**" (**RBP**) course from 4 - 15 February. This program provides high-quality, DoN/DoD relevant, executive-level education for Flag-officers and SES civilians. The RBP gives a state-of-the-art perspective on "business management approaches" applicable to DoN/DoD along with effective decision making tools and techniques appropriate to high-level military planning and policy settings. The twelve senior executives who participated in the February course included:

**ENNIS, Michael E.**, BGEN, USMC, Director of Intelligence, Headquarters United States Marine Corps.

**FINLEY, Michael E.**, RDML, USN Commander Naval Inventory Point, NAVICP.

**GARRETT, Jeffrey M.**, RADM, USCG, Director of Resources, U.S. Coast Guard.

**GREENERT, Jonathan W.**, RADM, USN, Director, Operations Division, Office of Budget – Sec. Nav.

**HANDEL, Thomas, H.**, SES-4, USN, Executive Director, Naval Information Warfare Activity.  
**KELLY, Richard L.**, MGEN, USMC, Vice Director for Logistics, the Joint Staff.  
**LOONEY, William R.**, MGEN, USAF, Commander, 14<sup>th</sup> Air Force  
**MASSENBURG, Walter, B.**, RDML, USN, Assistant Commander for Logistics, NAVAIR.  
**REYNOLDS, Richard V.**, LGEN, USAF, Commander, Aeronautical Systems Center, Air Force Material Command.  
**ROUTE, Ronald A.**, RADM, USN Director, Navy Programming Division.  
**ULRICH, Henry, G.**, RADM, USN Commander, Task Force EXCEL.  
**WERTHEIM, Mitzi, M.**, Enterprise Solutions, Center for Naval Analysis.

**P**rovocative and informative lectures were provided by **Karen Stephenson**, CEO, Netform; **Bill Crowell**, CEO, Cylink; **Mike Mestrovich**, Pres. and CEO, Unlimited New Dimensions; **John Trudel**, CEO, Trudel.com; **Peter Schaefer**, COO, Daimler Chrysler; **John Kao**, CEO, Idea Factory; **Lad Burgin**, CEO, Military Advantage; and Russ Harrison, CEO, Teleias International, Inc.

**N**PS participation included remarks by Superintendent, RADM Ellison and presentations/discussions by **Kathleen Robertson**, **David Henderson**, **Ted Lewis**, and **Frank Barrett**. Additionally, LCDR **Brian Koman**, **Greta Marlatt**, and LT **Warren Yu** provided Internet/Information Technology discussions and exercises.

**I**n addition to the above brainstorming and idea-generating sessions, they also attended four half-day industry visits to Ninth House Networks (e-learning company, San Francisco), Franklin Templeton (investments, San Mateo), Everdream (managed desk-top services, Fremont) and IBM Almaden Labs (San Jose) where attendees contributed in discussions regarding innovation and challenges from private industry leaders in their own environment.

**T**he CEE also facilitated the opportunity for interested NPS students to meet with individual participants in an intimate, informal setting. These meetings are always a positive experience for both the students and senior executives, and help keep a healthy dialogue between the leaders of today and tomorrow.

**O**ther RBP activities included a team-building exercise at Sobranes Canyon, various out-in town dinners, a CNO Reception, and a golf outing.

**T**he RBP concluded with a briefing of the course via VTC with VCNO, ADM Fallon, VADM Tracey, and VADM Norb Ryan.