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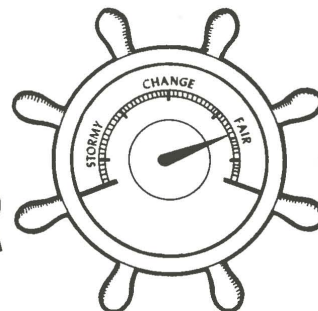
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The

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SMC #2034

The BAROMETER is a student newspaper for the exchange of ideas and information concerning the development and improvement of the professional environment at NPS and within the U. S. Navy

OFFICERS, FACULTY, STAFF and WIVES
are invited to contribute articles
of interest to the BAROMETER
c/o The Editor.

NAVY MANAGEMENT SYSTEMS CENTER

"God is clearly democratic. He distributes brain power universally. But He quite justifiably expects us to do something efficient and constructive with that priceless gift. That is what management is all about. Management is, in the end, the most creative of all the arts -- for its medium is human talent itself.

What in the end, is management's most fundamental task? It is to deal with change. Management is the gate through which social, political, economic and technological change -- indeed, change in every dimension -- is rationally and effectively spread through society..... As paradoxical as it may sound, the real threat to democracy comes from under-management, not from over-management. Society cannot survive and develop unless management continues to make progress."

Honorable Robert S. McNamara
Millsaps College
Jackson, Mississippi
February 24, 1967

It is difficult to believe that eleven long, turbulent years have expired since the advent of the "McNamara Revolution" in Defense Management. How well has that revolution fared? Are Systems Analysis and Cost Effectiveness still the kingpins they were in the hay-day of the House Appropriations Committee meetings in which Secretary McNamara and his vanguard of "whiz kids" so illustriously starred? It would seem at the very least, a qualified yes, would be the most appropriate answer to these questions. While emphasis has shifted in DOD and the Services somewhat lately, it seems that PPBS, quantitative analysis -- the 'Systems Approach' is here to stay. The answer must be qualified, for like anything else revolutionary, time wears off the glitter. In more Mod terminology something is no longer radical when it's just about everybody's bag.

One of the key instruments in the institutionalization of Systems Analysis and qualitative and quantitative techniques in defense management lies on the first deck of the West Wing of Herrmann Hall. It is the Navy Management Systems Center. It is our purpose here to explore the Center, a factor of the Monterey Complex that has remained an unknown to many of our students.

This marks the sixth year of existence of the Navy Management Systems Center for it was established as a separate Navy Activity in February of 1966. Its precursor was the Defense Management Systems Course, first offered by NPS to selected officers and civilians in September 1965. Since opening day, almost three thousand high and middle ranking defense managers have attended one of the courses sponsored by NMSC. Of this total, there were over four hundred foreign participants from twenty-six countries. It would seem that Hitch and McKean's, *THE ECONOMICS OF DEFENSE IN THE NUCLEAR AGE* has been translated and published in more languages than English and Russian.

The purpose of the Navy Management Systems Center is "to fulfill Department of Defense requirements for educating high-level military and civilian personnel working in planning, programming and budgeting, systems analysis or resource management activities of DOD components in the Office of the Secretary of Defense, departmental of agency headquarters, and selected major commands."

The Center presently offers the following curricula:

Course Title	Length
1. Defense Management Systems Course (DMSC)	Four weeks
2. Defense Management Systems Course (Flag)	One week
3. Navy Shore Station Management Course (On site)	
4. Navy Advanced Management Course On Road	
5. Navy Activity Management Course On Road	
6. International Defense Management	Thirteen weeks
7. Senior International Defense Management Course	Four weeks
8. New Appointed MAG Chiefs with National Counterparts	
Begins last week in June 72	

The thirteen week International Defense Management Course includes a more extensive examination into analytic decision making, as well as field trips and application seminars, for allied officers. This flexible curriculum is reflective of the dynamics of the NMSC, for it is an institution well attuned to the management of change.

NMSC is, of course, operated by the Navy with Rear Admiral Goodfellow as its Director. Technical sponsorship, however, is exercised by the Assistant Secretary of Defense (Systems Analysis) and the Assistant Secretary of Defense (Comptroller). The Executive Director is Dr. H. Paul Ecker a prior Chairman of the Department of Business and Economics at NPS (1962-1965).

To assist management students at NMSC in providing that flow, Dr. Ecker has convoked a unique faculty. Their diverse backgrounds bring a whole range of disciplines into the classroom. Moreover, all new faculty must complete the course prior to participating fully as lecturers or discussion leaders. Those faculty weak in quantitative background must develop sufficient mathematical and statistical skills to solve all the problems assigned to the students.

This all contributes to what the Executive Director entitles the "interdisciplinary approach to education." This approach is one in which decision theory forms the nucleus of a web. Feeding into the nucleus are the contexts of ORGANIZATION or STRUCTURE, TECHNOLOGY and PEOPLE. Championing one of these factors at the expense of the others creates an imbalance that destroys the totality necessary for a manager's perspective. Thus, the need for interdisciplinary education.

In Dr. Ecker's words, "whatever else is accomplished by the Center's programs, the most important gain is a change in a student's attitude and perspective so that new ideas in Defense Management can be turned into action."

The Defense Management Systems Course is a four week combination of lecture, discussion and decision making exercises. "The objective of the Defense Management Systems Course is to provide an appreciation of the concepts, principles, and methods of Defense Management as they concern planning, programming, and budgeting and related activities. The course covers force planning, Department of Defense programming, program budgeting, and their interrelationship with resource management systems. Emphasis is placed on the analytical aspects of management, including requirement studies, systems analysis, cost effectiveness, cost estimating and analysis."

Incoming classes are divided into a number of discussion groups, each group consisting of from ten to twelve students and one faculty member. The faculty members rotate to different sections weekly.

The first day is devoted to the Tempo Military Planning Game, which serves the dual purpose of providing each class an experience common to each member thus solidifying the in-group process (i.e. -- breaking the ice) and providing the student with an incentive to learn the subjects offered during the four weeks of lecture and discussion. The entire program is geared to those without an analytical background, indeed, one of the main purposes of the course is to sell the analytical approach to those who are not so bent. Yet, it is interesting to note that praise of the course comes just as highly from those with extensive mathematical training as those without.

The curriculum averages two hours of discussion (in the small group context) for every one hour of lecture. Current information and real problems are utilized at every possible point and while the bulk of the seventy odd lectures are single entities they are moulded together to form building blocks for future material. A few of the lecture titles might help convey the texture of the course: The World of Change; Introduction to Quantitative Reasoning; Risk, Certainty and Uncertainty; Economic Concepts; Building and Using Mathematical Models; Describing Data with Statistics; Program Management and Project Prime.

In addition to educating officers and DOD civilians, the Navy Management Systems Center has been very effective in training faculty members for defense courses in foreign nations. In fact Defense schools in Britain, Denmark and The Netherlands have benefited from the education given in the Center. With the success of the International program and the good standing of the Center in the Department of Defense, one might expect the courses to be well attended by the Navy as well. Such is not the case. The following excerpt is from a proposed item for the Flag Officers News Letter, written by LCDR Masters (who issues quotas to the Center course for submission by Rear Admiral V. G. Lambert, Deputy Director of Naval Education and Training).

Subj: Flag Officer's Newsletter Input

These are outstanding management courses presented by a very competent faculty at the Navy Management Systems Center, Monterey, which enjoy highlevel OSD attention to insure that they are kept current and relevant. As indicated on the second page of the proposed article, the Deputy Secretary of Defense and the Secretary of the Navy have asked that the course be made available to our people and that we fill the Navy quotas.

Navy attendance in the resident programs has been low. For example, in the current flag/general course the participants are:

	<u>Military</u>	<u>Civilian</u>	<u>Totals</u>
USN/USMC	0	1	1
USAF	7	6	13
USA	9	2	11
Foreign	6	0	6
OSD	4*	7	11
Other non-DOD	0	3	3
TOTALS	26	19	45#

(* 3 USAF and 1 USA General)
(# Class capacity is 60)

Although this is the Navy's worst showin in some time, the data on other courses also has been low compared to the other Services.

If feasible, inclusion of this article in the June-July time-frame would be most beneficial.

RADM V. G. LAMBERT
Deputy Director
Naval Education and Training

ENCLOSURE:

MANAGEMENT COURSES CONDUCTED BY THE NAVY MANAGEMENT SYSTEMS CENTER (NMSC), MONTEREY

I would like to call your attention to a program of short management courses for DOD and Navy military and civilian managers conducted at the Navy Management Systems Center, Monterey. These courses include a 1-week joint Defense Course for Flag/General officers plus 4-week courses in Defense Management Systems and Navy Station Management; and an "on-site" program for Navy Personnel at selected locations.

All courses have a core of streamlined mathematics for managers, methods and applications of analytical-decision making, and concepts, principles, and methods of DOD/Navy Management as they concern planning, programming, budgeting, resources management systems, and related activities. All courses emphasize a cost and effectiveness methodology for optimum use of limited DOD and Navy resources.

A joint curriculum review committee found these courses to be up-to-date, well balanced, and sensitive to current and pending DOD and Navy programs. The Deputy Secretary of Defense has requested the Military Departments and Defense Agencies to make these courses available to their people. The Secretary of the Navy stressed the value of these courses, saying they are "essential for those Naval officers and civilians who have responsibilities for obtaining resources through the DOD Management Systems. All officers ordered to the Washington area and other high-level staff positions in other areas requiring knowledge of this aspect of the DOD could benefit from attendance at these courses." I am in complete agreement on the value of these courses and would like to ensure full use of the Navy quotas.

The next Flag/General officer classes are in November 1972 and April 1973. Schedules and quota information on the other courses at the Center are provided in various OPNAVNOTES. Additional information is available from OP993C4 at OX24937.

I strongly urge flag officers to attend the 1-week classes, and to assure participation in the other courses by appropriate management personnel.

Another one of the Center's active supporters is Admiral Turner, OP 96 - Operations Analysis, Prospective President of the Naval War College. When he visited PG School recently, Admiral Turner arranged to have a team from the Center visit the War College to review the courses being taught there. Another advocate of the Center is Admiral Guinn, as can be seen from the following memorandum:

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS

Subj: Navy "On-site" Advanced Management Courses

1. The attached Notice describes our most recent effort in a new and promising program of Navy "on-site" management training. This most recent class was structured to emphasize manpower/personnel management systems, however, the core material regarding advanced management techniques is applicable to all areas of Defense and Navy management. The on-site program is a condensed version of the four-week Defense Management Systems and the Navy Station Management Courses conducted at Navy Management Systems Center (NMSC), Monterey.
2. I have attended the one-week Defense Management Systems Course at Monterey and believe that the concepts of advanced management taught in these courses are essential for sound decision-making on the use of limited Navy resources. Based on highly successful pilot courses in the Washington and Norfolk areas during the past summer, I have authorized five additional classes for FY71. Three of the "on-site" sessions will be conducted in the Washington area for headquarters personnel in all areas of resource management. The remainder of the classes are being offered to the Fleet and Type Commanders, at sites they select, for their staff personnel and shore activity managers.
3. Although these courses, because of their short duration, remain somewhat conceptual, they foster a healthy attitudinal change in many of the participants. The students are encouraged to be open-minded to these management methods and, in many cases, are "turned on" to seek additional knowledge on these subjects.

4. Some recent OSD/SECNAV correspondence is forwarded for your information on the attention that the Center has been getting. Attendance at the Center has improved as a result of this high-level correspondence. We do require your support to encourage full use of Navy quotas in the resident courses at Monterey. I am having a proposed article for the Flag Officer Newsletter prepared to stimulate participation in the Flag course, and to solicit support for their people to attend the four-week courses.

D. H. GUINN

It is a shame with all the current information available within walking distance of the PG School management classes that more of the up-to-date information does not find its way to those classes. When questioned on this subject, Dr. Ecker (a former PG teacher and department head himself) agreed that more of the information could be made available to the students. Several attempts have been made to exchange teachers between the two schools. Unfortunately, the nature of the Center's courses makes the exchange rather one sided in favor of the PG School. Then again, at one time students from PG School were allowed to come to the Center's library, but the timing of these visits was often bad so that the visitors interfered with assembly of material for the Center's courses, so that the individual visits had to be stopped. Now Professor Ecker is willing to make individual copies of the Center's handout material available to interested teachers in this subject area, for subsequent duplication and distribution to the students in class. Professors Borsting and Jones realize the problem exists and they have made attempts to promote the exchange of teachers and information. From time to time Professors from the Center are asked to address the various management and operations analysis classes. Particularly Professor Dawson is well known in these circles for his "freebees".

It seems that some regular arrangement could be set up whereby the handouts in particular could be shared without a great amount of additional work for either department. In the end, however, the decision to seek out the information and make it available has to be left to the individual teacher. It is almost as easy to use current data as to fabricate random numbers for the course examples. Everyone agrees it should be done; everyone agrees it can be done; all that remains is for more people to do it.