

MASTER OF BUSINESS ADMINISTRATION

A LITERATURE REVIEW OF EMPOWERMENT WITH A SUGGESTED EMPOWERMENT MODEL FOR BAHRAIN DEFENSE FORCE

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In recent years, the topic of empowerment has been given a great deal of attention due to its influence on organizational effectiveness and innovation. This project will review the literature of the empowerment concept including the roots, definitions, notions, elements, and different models that have been developed by management experts.

Based on the literature review, an empowerment model will be proposed for Bahrain Defense Force (BDF). The model will be based on three dimensions: empowering management practices, empowered individual, and empowering working environment.

KEYWORDS: Empowerment, Employees' Empowerment, Empowerment Model

ANALYSIS OF THE CONTINGENCY CONTRACTING SUPPORT PLAN WITHIN THE JOINT PLANNING PROCESS FRAMEWORK

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The Joint Planning Process (JPP), by doctrine, does not include Contingency Contracting Support Plans (CCSPs) as an annex within Joint Operation Plans (OPLANS) or Joint Logistics Plans (LOGPLANS), thereby limiting Combatant Commander (COCOM) flexibility and responsiveness. Current OPLANS at the Joint-level *generally* discuss how forces will be contractually supported in-theater, but are not *specific* enough within the framework of the Joint Planning Process (JPP). This project analyzed the effectiveness of the Joint OPLANS with respect to contracting relationships in a contingency contracting environment. Conclusions and recommendations for the formal, detailed inclusion of CCSPs within the JPP include: the CCSP should be formally detailed in the Deliberate Planning Process (DPP) and Crisis Action Planning (CAP) Process from the National-level to the small unit-level; the formal, detailed inclusion of CCSPs within the planning process at the Joint-level would be a force-multiplier in terms of proactive vice reactive planning for contingencies within the Joint arena; and utilizing the experience of Contracting Officers (COs) within Joint planning cells would result in the ability to leverage time and provide the COCOM flexibility and responsiveness early on in the planning process within the framework of the CCSP.

KEYWORDS: Combatant Commander, Contingency, Contingency Plan, Contingency Contracting, Contingency Contracting Support Plan, Contracting, Crisis Action Planning, Deliberate Planning Process, Joint Operation Planning Execution System, Joint Planning and Execution Community, Joint Strategic Capabilities Plan, Logistics Capability Contract, Logistics Plan, National Command Authority, Operations Order, Operations Plan, Time-Phased Force Deployment Density List

MASTER OF BUSINESS ADMINISTRATION

AN ANALYSIS ON THE APPLICABILITY OF A PRIVATE FINANCE INITIATIVE TO MEET USMC ENGINEER EQUIPMENT NEEDS

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The purpose of this report is to investigate the feasibility of supporting United States Marine Corps Engineering Equipment operation and maintenance requirements through a Private Finance Initiative (PFI). The reason for this comparison is that the Marine Corps has realized that the current operating structure is not cost effective. This report evaluates what a PFI is and how it is structured. Information is provided by the United Kingdom Ministry of Defense (UK MOD), which is considering a PFI solution to its engineer equipment needs. The UK Ministry of Defense has used PFI's extensively over the past decade to meet a variety of service support requirements. Next, the report will analyze the mission, requirements, operations, structure, and emerging concepts of the USMC engineer community to determine what functions the Marine Corps does well and which are core to its business. Based on this information, the report will propose a PFI structure that would meet all USMC engineer equipment operation and maintenance needs. The draft PFI attempts to address all of the particular requirements that the Marine Corps would need to consider in this type of contractual relationship.

KEYWORDS: Public Private Partnership, Private Finance Initiative, Engineer Equipment, Contract Management, Contract Risk, Life Cycle Management

ANALYSIS OF CHURN AND EXCESS MATERIAL AT THE PEARL HARBOR NAVAL SHIPYARD

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This professional report is for a Naval Shipyard. The amount of material ordered after beginning an availability (churn) and the amount of material ordered but not used (excess) are key performance indicators. Pearl Harbor Naval Shipyard's metrics indicate that an average of 50% of material ordered during an availability is ordered after the start of the availability and that 15% of material is excess. The NAVSEA goal for both metrics is 5%. The causes of high rates of material churn and excess at Pearl Harbor Naval Shipyard are investigated and recommendations for reducing them are provided.

KEYWORDS: PHNSY Churn and Excess Material, Pearl Harbor Naval Shipyard Churn and Excess Material

MASTER OF BUSINESS ADMINISTRATION

COST BENEFIT ANALYSIS OF THE DEPARTMENT OF THE NAVY'S F-5 TIGER II CONTRACT

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This project consists of a Cost Benefit Analysis (CBA) of the costs, issues, and effects associated with replacing the F-5E/F Tiger II aircraft with F/A-18A/B. The three alternatives analyzed are: (1) continued operation of the F-5E/F, (2) replacement of the F-5 with F/A-18A/B by 2008, and (3) installation of 4th generation pulse-doppler radar in the F-5E/F by 2008. The objective was to compare the three alternatives, choosing the alternative which provides the greatest net benefit and most efficient use of resources. The analysis involved data collection of operational costs per flight hour, total cost over the life of the program, and contractor supported maintenance. Data for this research project were gathered from the actual maintenance contracts for both the F-5E/F Tiger and F/A-18A/B aircraft at Fallon, Nevada, Naval Aviation Systems Command, and OFC-20. The results suggest that NAVAIR should continue to use the F-5E/F Tiger II aircraft for the VFC-13 adversary training mission through 2014.

KEYWORDS: Cost Benefit Analysis, Flying Hour Program, Contract Closeout, Termination for Convenience, Contract Solicitation

MARINE CORPS CONTINGENCY CONTRACTING-MCI

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Contingency contracting is the process where vital supplies and services needed to maintain deployed forces are obtained on behalf of the United States Government. These actions are used for emergencies, such as disaster relief from hurricanes or from terrorist activities that occur within the United States, or for actions that occur outside of the United States in order to support the deployed units. Due to the current trend in the DoD to contract out more products and services on the battlefield, an increase demand has been placed on contingency contract personnel.

The purpose of this MBA project was to develop and publish a Contingency Contracting MCI to assist the Marine Corps in training its contract personnel in preparation for deployment to a contingency operation. Currently, there is no requirement for the contracting specialist to attend a formal school prior to supporting a contingency operation. Furthermore, there are limited spaces for Marines to attend CON 234. The Contingency Contracting MCI will aid the contracting personnel with the training needed to be successful in a contingency environment and efficiently and effectively support Marine Corps units abroad. This project was sponsored by Headquarters Marine Corps, Installation and Logistics, Logistics Branch, in conjunction with the Marine Corps Institute (MCI). The MBA report has identified several problems in the current ability of the Marine Corps to train contracting personnel in contingency contracting and provides recommendations for further study. A draft Contingency Contracting MCI is included in the report, however, it is still undergoing validation through MCI.

MASTER OF BUSINESS ADMINISTRATION

KEYWORDS: Contingency Contracting, MCI, Contingency Environment, Contingency Operations, Contracting Specialist, Contingency Contracting Officer, Contracting

METRIC DEVELOPMENT DURING THE REORGANIZATION OF THE SUPPLY CHAIN MANAGEMENT CENTER

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This MBA Project documents a case study of an ongoing reorganization effort at the Supply Chain Management Center (SCMC), Marine Corps Logistics Command (MARCORLOGCOM), and their use of the Supply Chain Operations Reference (SCOR) Model and the Balanced Scorecard (BSC) to develop performance metrics based on sound processes. The primary focus was on the SCMC. In addition, the Source Management Department, one of SCMC's subordinate units, was a secondary focus. Background information about SCOR and BSC were reviewed, as well as what has been implemented thus far with SCMC. Finally, considerations regarding the assessment and management of suppliers were offered as recommendations.

KEYWORDS: Supply Chain Management Center, SCMC, Supply Chain Operations Reference Model, SCOR, Balanced Scorecard, BSC

ESTABLISHING THE ROLE, FUNCTIONS AND IMPORTANCE OF PROGRAM MANAGERS AND PROGRAM MANAGEMENT TEAMS IN THE AFP MODERNIZATION PROGRAM ACQUISITION PROCESS: A COMPARATIVE ANALYSIS WITH U.S. DOD SYSTEM

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This research describes the Acquisition Process of the Armed Forces of the Philippines (AFP) Modernization Program, particularly the role, functions, and importance of Program Managers (PM) and Program Management Teams (PMT) in the overall process. The Modernization Program, including acquisition processes for new systems, is a new experience for the AFP. Apparently, the organization intends to optimize the acquisition process for new systems by ensuring an effective and accountable organization structure that would sustain AFP modernization efforts and capabilities.

Presently, PMs and PMTs are temporary in the organizational structure and have no concretely delineated role in the acquisition process. Their function and responsibilities are limited to the AFP Major Service requirement generation process.

Likewise, this research will introduce the U.S. DoD acquisition system and illustrate the DoD PMs' and Integrated Project Team's (IPT) roles and functions in defense programs. The paper will show the importance of the PM and IPTs to the overall life cycle of any system. By comparative analysis, the research will reveal limitations in the AFP approach. The U.S. acquisition model, relative to PMs and PMTs, will be useful for improving the AFP process. After all, the U.S. has proven itself relatively successful in acquisition projects.

KEYWORDS: Program Managers, PM, Program Management Teams, PMT, IPT

MASTER OF BUSINESS ADMINISTRATION

AN ANALYSIS OF SPENDING PATTERNS ASSOCIATED WITH THE PHALANX CLOSE-IN WEAPON SYSTEM (CIWS) PROGRAM

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In light of the current world climate, U.S. military force protection has become an increasing concern. The bombing of the *USS COLE* and terrorist actions on the World Trade Center buildings show a vulnerability to attack both at home and abroad. In response to this threat, the PHALANX has become an attractive system for re-evaluation as a deterrent to hostile airborne threats to U.S. Navy surface ships.

Because it is a mature system, data exist related to past spending patterns and the resultant outputs of that spending. This project analyzes those spending patterns and identifies potential areas of investigation for cost savings.

KEYWORDS: PHALANX, Spending Patterns, ROI, Cost Savings

EXAMINATION OF THE OPEN MARKET CORRIDOR

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Present procurement practices for the purchase of commercial, commercial-off-the-shelf, and non-developmental products and services can take anywhere from thirty days to years to procure and deliver to the end user. Federal Government contracting offices spend costly amounts of time advertising the actions and preparing formal solicitation documents for each purchase order generated by the end-user. This translates to high administrative costs, high prices, and, at times, marginal performance. In an effort to ease the administrative burden on the contracting system throughout the DoD by capitalizing on current technologies, a new system was recently developed by faculty and students at the Naval Postgraduate School. This new program is currently under testing by a prime contractor under the auspices of the Department of the Interior. The new on-line contracting/procurement program, known as the Open Market Corridor, will allow Federal, State, and local Government users to purchase supplies and services on-line through the use of electronic catalogs and embedded contract templates accessible via the Internet. This thesis project will review various aspects of the new program, evaluate current efficiencies and recommend modifications in an effort to improve the current procurement and logistics process.

KEYWORDS: Procurement, E-Commerce, E-Procurement, Contingency Contracting, Defense Transportation System, Government Wide Purchase Card, Wireless Communication, IT Security

MASTER OF BUSINESS ADMINISTRATION

PROJECT MANAGEMENT IN MAJOR SYSTEMS ACQUISITION FOR THE POLISH ARMED FORCES

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This project investigates the potential role of project management policy in major systems acquisition for the Polish Armed Forces (PAF). It includes: a short overview of program management in the United States Department of Defense (DoD); an analysis of present procedures in the PAF; a cost and benefit discussion of implementing the policy in Poland; and finally, a discussion of possible solutions and implementation plans.

The PAF have undergone major transformation since the fall of the Berlin wall and the dissolution of the Warsaw Pact. Serious reduction of the PAF has been accompanied by technical restructuring and modernization of several major weapon systems, which must meet new, high NATO standards. Successful and effective managing of the acquisition process seems to be crucial for the new shape of the PAF.

However, no centralized management across all phases of the acquisition process exists in Poland at the moment. Different military and civilian authorities dominate different phases of the acquisition process. There is an urgent need to implement project management policy in order to consolidate the efforts of all the branches and to ensure a successful transformation of the PAF.

KEYWORDS: Project Management in the Polish Armed Forces, Acquisition in Poland, Managing Acquisition Projects, PM Structures in the PAF, Costs and Benefits of PM Policy in Poland

MARINE CORPS UNIT-LEVEL INTERNAL MANAGEMENT CONTROLS FOR THE GOVERNMENT-WIDE COMMERCIAL PURCHASE CARD

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In this thesis, recommendations are offered to improve current internal management controls for the Government-Wide Commercial Purchase Card (GCPC) program. Despite the existence of mandated internal management controls, the program has been fraught with fraud, misuse, and abuse since its implementation. The 2002 General Accounting Office testimony on the Navy GCPC program noted the continued existence of significant internal control weaknesses, despite a number of improvements made to the program over several years. Using the "fraud triangle" as its philosophical construct, this thesis develops practical methods by which to lessen the ability of those involved with administration of a GCPC program to rationalize improper and illegal actions. Its specific recommendations are: to convert the GCPC cards from individually named credit cards to unit cards with personalized numbers; to change the appearance of the cards; to control the number of cards within each unit by authorizing level five APCs to define and implement "best practice" controls; and to provide electronic receipts of all cardholder transactions daily to Approving Officials and Agency Program Coordinators.

KEYWORDS: Internal Management Controls, Internal Controls, Government-Wide Commercial Purchase Card, Purchase Card

MASTER OF BUSINESS ADMINISTRATION

INFORMATION TECHNOLOGY PORTFOLIO MANAGEMENT AND THE REAL OPTIONS METHOD (ROM): MANAGING THE RISKS OF IT INVESTMENTS IN THE DEPARTMENT OF THE NAVY (DON)

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The FY 2003 Federal Budget contains provisions for over \$52 billion in IT investments. The Navy portion of those funds is over \$5 billion. Rapid change and increasing uncertainty in the technology field has resulted in a high degree of financial risk associated with IT capital investment decisions. The Federal Chief Information Officer (CIO) Council has endorsed IT Portfolio Management (ITPM) as an approach for making IT investment decisions. This research draws upon ITPM implementation strategies currently employed by the DoN and provides recommendations for managing the inherent risk in IT investments, specifically the application of the Real Options Method (ROM). ITPM provides a thoughtful framework for managing the capital investment process, but still depends primarily on traditional methods such as EVA, IRR, and NPV for evaluating IT investment alternatives. This study uses the Naval Supply Systems Command (NAVSUP) Automatic Identification Technology (AIT) program to illustrate how ROM can be utilized to supplement these traditional valuation methods and aid in managing investment risks. IT capital investments are inherently linked to organization strategy and the uncertainties that define the future. This study demonstrates how ROM can allow managers to capitalize on the uncertainties of IT investment decisions to implement organization strategy.

KEYWORDS: Information Technology Management, Information Technology Investment, Real Options Method

UPDATE OF NAVY CONTRACT WRITING GUIDE

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The purpose of this MBA project is to provide a comprehensive update of the Navy Contract Writing Guide. The project was conducted with the sponsorship and assistance of the Office of the Assistant Secretary of the Navy for Research, Development, and Acquisition. The now out-of-date guide was originally written in 1996 in an effort to reduce problem disbursements as related to contract wording and organization. Extensive research, incorporating interviews, websites, periodicals, and texts, was employed to make the guide current. It has been reorganized to address issues and solutions in the same order in which the forms used by contracting officers and administrators have them listed. New issues have been raised since the original writing of this guide and are now incorporated with their recommended solutions. Individuals new to Naval contracting or those who have decades of experience will find the information provided useful to the efficient and effective writing and administration of government contracts.

KEYWORDS: Contracting, DFAS, Navy Contract Writing Guide, Problem Disbursements, Contract Administration

MASTER OF BUSINESS ADMINISTRATION

ORGANIZATIONAL ASSESSMENT OF SHELTER OUTREACH PLUS

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This report is an organizational analysis of Shelter Outreach Plus (SOP), a non-profit agency in Monterey County providing homeless support and shelter, domestic violence victim support, and women and men transitional support services. Semi-structured interviews were conducted with four Board members and 11 staff members to generate an organizational diagnosis using systems theory as a foundation for improvements. A strategic planning session was arranged and facilitated, and Board members and key personnel generated strategic goals. There is widespread passion and commitment to the mission, including long-term delivery of multiple and unique services which positively impact the county. There is little interaction among the five program offices, and trust and leadership issues exist between staff and executive leadership. SOP faces fiscal challenges brought on by statewide cutbacks and lack of county-wide visibility. Information technology improvements are ongoing and needed, and a more decentralized decision-making structure is recommended both for operational efficiency and needed employee motivation.

KEYWORDS: Systems Model, External Environment, System Direction, Structure, Technology, Process

SUPPLY CHAIN ANALYSIS OF GABILAN MANUFACTURING INC.

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The purpose of this MBA Project was to investigate and provide alternative supply chain management strategies to assist Gabilan Manufacturing Inc. in reducing supply chain costs. This project was conducted with the sponsorship and assistance of Gabilan Manufacturing Inc. There were two primary goals of this project. The first was to identify and document the impact of forecasting errors in an environment where customer forecasts are available to the vendor. The second was to investigate the costs associated with relocating cutting operations, as well as the procurement impact of a new cutting machine. Both of these goals relate directly to the overall effort to reduce supply chain costs without a loss of service level to Gabilan's customer.

KEYWORDS: Supply Chain, Information Sharing, Forecasting Error, Capacity Utilization, Relocation Costs, Demand Forecasting, Tube Cutting Operation Analysis, Capacity, Resource Allocation, Utilization of Machinery, Gabilan Manufacturing, Inc.

MASTER OF BUSINESS ADMINISTRATION

EFFECT OF OPTEMPO ON SHIP OPERATIONAL COSTS

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The purpose of this study was to determine the relationship between operations tempo (OPTEMPO) and operational costs. This study was performed at the request and with the support of OPNAV N82, the Office of Budget (FMB). The goal of this project was to increase the flexibility, scalability, and justifiability of the analytical model used by FMB to budget for ship operations. This study provides a detailed description of the model, including modifications made by the only other study of the FMB budgeting model. The core of the analysis centered around a regression of OPTEMPO and expenditure data. From the resultant regression equations, incremental costs of ship operations could be distilled. However, during the preliminary data validation, significant correlations were found only within the Arleigh Burke Destroyer Class of ship. These correlations were likely spurious and due to the large number of new commissionings within that class over the period of study. The lack of ability to define any relationship between OPTEMPO and expenditures is possibly due to complete expenditure of fund allocations regardless of actual costs.

KEYWORDS: Budget Allocation, Correlation, Cost Analysis, Cost Estimates, Expenditures, Forecasting, Navy, Naval Vessels, Operating and Maintenance Costs

DOD SUPPLY CHAIN IMPLICATIONS OF RADIO FREQUENCY IDENTIFICATION (RFID) USE WITHIN AIR MOBILITY COMMAND (AMC)

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The purpose of this MBA project is to identify the existing and potential value of Radio Frequency Identification (RFID) use in the operations of Headquarters Air Mobility Command (HQAMC) and its worldwide network of aerial ports. The project seeks to determine how the applications of RFID within AMC can add value to AMC's operations and the operations of other DoD supply chain members. In doing so, the project describes the technical attributes of DoD's RFID tags and infrastructure, AMC's legacy Automated Information System (AIS), known as Global Air Transportation Execution System (GATES), and AMC's role within its supply chain. The project includes a discussion of potential AMC and DoD supply chain RFID applications and resulting potential value. Ultimately, the project offers a process for creating a robust RFID infrastructure.

KEYWORDS: Supply Chain Management, Radio Frequency Identification, Global Optimization

MASTER OF BUSINESS ADMINISTRATION

REALIGNMENT AND THE PROCESS OF CHANGE AT THE NAVAL POSTGRADUATE SCHOOL

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Few studies have focused on the effects of change within a military graduate institution where military and academic subcultures coexist. This research focused on the 2001 organizational change at the Naval Postgraduate School. The purpose was to identify how change was approached and implemented. The analysis revealed that this change process, implemented across the organization, affected the intensity of subcultural conflict within the organization. In the case of NPS, it was found that an authoritarian military style of change negatively impacted the existing academic subculture. The pressure of a change effort that was not representative of both subcultures served to increase the intensity of conflict between the military and academic subcultures, thus jeopardizing the ability of the two to work together. This study contributes to and amplifies existing theory through the examination of organizational change in a unique military/academic environment. It is important for change agents to understand how these factors are interrelated so that the intensity of cultural conflict can be better managed.

KEYWORDS: Change, Transformation, Organizational Theory, Conflict, Culture, Multi-Cultural, Thematic Analysis, Code Development, Grounded Theory, Modeling

JABEZ RECORDS FORMAL BUSINESS PLAN

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The purpose of this MBA project was to provide a formal business plan for JABEZ Records of Vallejo, California. This project was conducted with the sponsorship and assistance of Cal-Precisions General Contractors, a residential and commercial general construction and contracting company of Vallejo, California. The primary objectives of this project were: to identify and document the specifics of the market for the business; to analyze the company's organizational structure; and to analyze and document JABEZ Records' financial activity. The ultimate goal for the business plan was to provide investors with a formal document that would put into plain words, the structure, creditability, vision, and justifiable financial requirements of JABEZ Records.

KEYWORDS: JABEZ, Record, Music, Gospel, Studio

MASTER OF BUSINESS ADMINISTRATION

A COST BENEFIT ANALYSIS OF SECURITY AT THE NAVAL POSTGRADUATE SCHOOL

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This project was a cost-benefit analysis of security at the Naval Postgraduate School. The objective was to determine if the reduction in the probability of a risk of attack would be worth the costs. The product is a comprehensive cost-benefit analysis of increased security measures at NPS following the September 11th terrorist attacks.

The present value approach was used as a guide to compare the cost of preventative measures against a physical attack and the value of benefits preserved by a deterred attack. Often, cost is simply measured in outlays, while other major cost items, such as the opportunity cost of time and intangible costs, are excluded. This analysis assigned a monetary value to opportunity and intangible costs, in addition to actual dollars spent. Benefits included the replacement cost of buildings and computer hardware. Additionally, the value of life is measured based on marginal values placed on marginal reductions in life span.

The results of this analysis showed that the school is receiving almost negligible benefits for the substantial incurred costs to reduce the risk of attack. This fact is largely due to the near zero risk before and after the post-September 11 security measures were implemented.

KEYWORDS: Cost-Benefit Analysis, Naval Postgraduate School, Base Security

NAVY/MARINE CORPS TACAIR INTEGRATION: IMPACT ON OPERATIONAL AND SUPPORTING ACTIVITIES

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The purpose of this MBA project was to investigate and provide a comprehensive overview regarding the current issues regarding Tactical Aircraft Integration within the Department of the Navy. This project was conducted with the sponsorship and assistance of the Comptroller, Commander Naval Air Forces Pacific. The goal of this project was to identify issues and provide an analysis of the ongoing efforts between the Navy and Marine Corps. Four criteria were set aside for deliverables: (1) produce key documentation, most notably the Memorandum of Understanding and the Memorandum of Agreement; 2) produce any milestones or timetables required for integration; 3) discuss issues regarding funding and resource allocation as applied to the integration process; and 4) provide information on requirements for integrating operational and supporting activities.

This project delineates a brief history of the operational requirements of the F/A-18 and what necessitated changes within the TACAIR community. The topics covered will explain how the plan was developed based on key assumptions and challenges, the implementation of the transformational plan to date, current funding issues, an analysis with recommendations of the transformational process, and an overview of the cultural change that will inevitably come with the transformation.

KEYWORDS: Tactical Aircraft Integration, TACAIR Integration, TAI, Navy/Marine Corps Aviation Integration

MASTER OF BUSINESS ADMINISTRATION

CONTRACTOR LOGISTICS SUPPORT OF THE MEDIUM TACTICAL VEHICLE REPLACEMENT (MTVR) DURING OPERATION IRAQI FREEDOM

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The Medium Tactical Vehicle Replacement (MTVR) is being fielded by the Marine Corps as a replacement for its aging fleet of five-ton cargo trucks. The MTVR program includes the Marine Corps' first use of Contractor Logistics Support (CLS) for a large tactical ground transportation vehicle. MTVRs were employed during the buildup, major combat, and initial occupation phases of Operation Iraqi Freedom (OIF). This MBA project examines the role of CLS in the supply and maintenance support of the MTVR during the aforementioned phases of OIF. Through a literature study of CLS-related materials, examination of CLS contracts between the Marine Corps and Oshkosh Truck Company, interviews with Marine Corps MTVR program management personnel, and interviews with those who maintained and operated MTVRs during OIF, an in-depth study is presented. Analysis is applied to the data gathered to develop recommendations to optimize the use of CLS in support of the MTVR in a combat environment.

KEYWORDS: Contractor Logistics Support, Medium Tactical Truck, MTVR, Operation Iraqi Freedom

THE COSTS AND BENEFITS OF HIGH SPEED VESSELS RELATIVE TO TRADITIONAL C-17 MILITARY AIRLIFT

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This cost-benefit analysis, conducted on behalf of Military Sealift Command (MSC), compared HSVs against C-17 aircraft. Using financial and operational data garnered from the *WestPac Express* as well as third-party research, the researchers investigated the following questions: Is the HSV a better choice for intra-theater lift than AMC? Should DoD buy or lease? Should the crew be military or civilian? What other theaters require an intra-theater lift platform? How many HSVs does DoD need?

The results indicate that in ranges of up to 1,500 nautical miles, HSVs have a speed advantage over C-17 airlift. One HSV can move a single battalion of Marines, whereas AMC requires seventeen C-17 aircraft, a number rarely available for such a mission. Additionally, during routine FY03 operations, *WestPac Express* incurred costs of \$12 million. This saved \$8.7 million compared to an estimated AMC cost of \$20.7 million. The study also recommends bareboat leasing to take advantage of the increased operational flexibility. In the absence of significant cost differences, civilian manning is superior to military manning due to organizational fit. The study concludes with a recommendation that MSC institutionalize HSV service in the III MEF AOR and expand the service to all other maritime theaters.

KEYWORDS: High Speed Vessel, High Speed Ferries, Cost-Benefit Analysis, WestPac Express

MASTER OF BUSINESS ADMINISTRATION

THE MARINE CORPS FiST: AN INTER-ORGANIZATIONAL ANALYSIS OF THE FIRE SUPPORT SYSTEM AND ITS ENVIRONMENT

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The focus of the U.S. Marine Corps is the maneuver element, most importantly the infantry. The artillery exists to support the maneuver element as the all-weather, all-capable fire supporter. The basic organization and strategy for Marine artillery has remained the same for over fifty years. The objective of this project is to analyze the interaction of Marine Corps Artillery and Maneuver units to determine the congruence of the inter-organizational linkages to the stated strategy and operational need. The Fire Support Team (FiST) is the team used to coordinate fire support at the lowest tactical level. It consists of members from all of the fire support assets available to the maneuver company, as well as members of the company command element. Research has been conducted to determine the evaluation of the FiST by various stakeholders and the suggestions they have for improvement. Organizational business literature is applied to the FiST concept in order to frame the analysis and give guidance for improvement. Using organizational analysis, recommendations are provided to improve the customer/service (infantry/artillery) relationship. These models will provide some additional insight into the relationship between these two partners.

KEYWORDS: Artillery, Fire Support Coordination, FiST, Fire Support, Inter-Organization

THREATS TO AND ALTERNATIVES FOR FINANCING SOCIAL SECURITY

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This project identified the problems with and threats to the Social Security program caused by the rapid increase of an aging population. It compared and contrasted the traditional system with different proposed alternatives. The author recommended three basic options in a priority order for improving economic growth and personal control, while ensuring fairness for future American generations. The three recommended options are: (1) privatization, (2) raise the payroll tax and increase the number of years for calculating benefits, and (3) raise the payroll tax rate.

KEYWORDS: Social Security, Privatization, Personal Accounts, Reform, Alternatives

IMPLEMENTING TRANSFORMATION: AN ANALYSIS OF MARINE DIRECT AIR SUPPORT REQUIREMENTS

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The purpose of this MBA project was to focus on the Marine Direct Air Support Center and the information systems the Marine Corps is fielding to it as part of the Department of Defense's Transformation. As the nexus between air support and the ground combat element, the DASC executes and integrates the current day's Air Tasking Order with the ground element's fires. Interview responses from participants in Operation Iraqi Freedom identified difficulties the DASC encountered in implementing this emerging technology. This project analyzed the strategic alignment of the DASC by identifying any gaps in the links between its business strategy, organizational infrastructure and processes, IT strategy, and information systems infrastructure and processes. This analysis was achieved by first determining how the current transformation effort was perceived by members of the DASC community, analyzing how

MASTER OF BUSINESS ADMINISTRATION

transformation technology was implemented in Operation Iraqi Freedom from a Systems Analysis perspective, and developing an operating definition of what a transformed DASC will be like. These perspectives were then applied to the Strategic Alignment Model (SAM), developed by Henderson and Venkatraman, to help clarify the fit between the current state of the DASC and where it needs to be in terms of organization and IT to meet the requirements of Transformation.

KEYWORDS: Strategic Alignment, Information Technology, Military Transformation, Systems Analysis, DASC, MACCS, TBMCS, AFATDS

RETURN ON CAPITAL EMPLOYED AT NAVAL DENTAL CENTER GULF COAST

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The purpose of this MBA project is to provide a Return on Capital Employed model for Naval Dental Center Gulf Coast resource managers. The model will enable the resource managers to evaluate financial and personnel assets appropriate for each dental clinic and to move assets as deemed necessary based on those results. This project was conducted with the sponsorship and assistance of Naval Dental Center Gulf Coast.

KEYWORDS: Return on Capital Employed, Resource Utilization

RESIDENTIAL COMMUNITIES INITIATIVE: A CASE STUDY

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The purpose of this MBA report was to investigate and provide a comprehensive overview of the Residential Communities Initiative within the United States Army. This project was conducted with the assistance of the Monterey Bay Housing Program Executive Office and the Program Manager for the Residential Communities Initiative. The goal of this project was to analyze this initiative and compare the way the Army is privatizing housing with the initiatives that the United States Navy and United States Air Force are utilizing. The Monterey Bay was used as a case study to investigate how Residential Communities Initiative was instituted at an installation. The case study was analyzed from a business and contracting standpoint.

KEYWORDS: Military Housing, Privatization, Residential Communities Initiative, Military Housing Privatization Initiative

MASTER OF BUSINESS ADMINISTRATION

COST AVOIDANCE ANALYSIS, SAFE SCHOOLS ENVIRONMENT PROGRAM, CITY OF SALINAS, CALIFORNIA

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There are six support programs provided to the Salinas, California, K-12 School System under the Safe Schools/Healthy Students Initiative. The goal of this project is to develop quantitative estimates of the cost and the corresponding cost avoidance associated with element one – Safe Schools Environment. The Safe Schools Environment element consisted of two programs: Probation Officer and School Resource Officer. A cost avoidance analysis was conducted in order to assist the Safe Schools/Healthy Student Director in evaluation of the programs' effectiveness and provide a foundation to pursue further federal funding. This project revealed that these two programs were cost effective and provided a positive impact to the Salinas community. Moreover, this project provided data that these two programs provided a significant return on investment for the taxpayer and warrant continued federal funding.

KEYWORDS: Cost Avoidance, School Resource Officer, Student Attendance Enhancement Program, Safe Schools/Healthy Students Initiative