

MASTER OF SCIENCE IN MANAGEMENT

NETWORK CENTRIC OPERATIONS AND NAVAL OFFICERS OF THE FUTURE: A FIRST ORDER ANALYSIS OF DESIRED KNOWLEDGE, SKILLS, ABILITIES, AND PERSONALITY TRAITS

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The world is changing and future naval leaders must change with it. This thesis examines the future political, social, economic, and technological environments the Navy faces to determine future officer characteristics. A standard interview protocol is used to record the views of senior naval leadership and senior DON civilians who are experts in future warfare concepts and/or Navy manpower. From these interviews, future warfare and labor market requirements are examined. Due to increased speed and lethality during network centric operations (NCO), future officers will need to be broadly educated leaders who possess good decision making skills and core values. Future labor market requirements will demand officers who are leaders in diversity and possess leadership styles that motivate future generations. Because of the caliber of individuals demanded by NCO, future officers will need to possess greater interpersonal and team building skills to be effective leaders. To maximize the human potential of future officers, a new human resource strategy must be forged, one characterized by an adaptive manpower system that is holistic in nature as well as forward looking.

A GUIDE TO SELECTING SOFTWARE METRICS FOR THE ACQUISITION OF WEAPON SYSTEMS

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Modernization of Department of Defense (DoD) weapon systems has resulted in an ever-increasing dependence on software. Despite technological advances in the software field, software development remains costly and one of the highest risk factors on most weapon system programs. The use of software metrics is a methodology for mitigating this uncertainty so that software development progresses under informed decision making. Software metrics are essential tracking tools used by program managers to monitor and control risk areas. However, the choice of metrics for a program is critical to their usefulness. This research provides a guide to acquisition managers on selecting the most effective metrics to use in management of weapon system software. The study identifies key issues in the use of software metrics experienced by program managers. The study recommends a revised set of metrics and improvements to the use of metrics based on innovations and improvements in the software field as well as software estimation tools that facilitate the use of these software metrics.

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NAVAL SPECIAL WARFARE COMMAND'S IMPLEMENTATION OF THE CFO ACT

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The Department of Defense and thus Department of the Navy accounting and budgeting systems are often characterized by the classic problem of "garbage in, garbage out." Differences in definitions and classifications of finance categories, human error, and lack of training, and faulty accounting systems can result in inaccurate data and inability to properly utilize such data throughout the chain of command. Account execution does not match accounts budgeted, creating the potential for violations of rules and regulations and poor decision making for planning, programming, budgeting, and execution for current and future years. An inability to match mission to budget requirement can greatly impact resource utilization by Naval Special Warfare Command in its contingency operations throughout the world.

NAVSPECWAR has made an effort to ensure consistency and accuracy of data collection by matching their budget execution categories to their POM process categories and matching unit missions to specific accounts. The objective of this thesis is to analyze SPECWAR's implementation of the Chief Financial Officer's Act and its influence on the utilization of their data by their parent command (USSOCOM) in the planning, programming, budgeting, and execution system and the potential Navy-Wide implications of their program.