

Degree & Certificate Catalog

2009 ACADEMIC CURRICULUM & STUDENT INFORMATION



Preparing professionals to be strong and effective leaders in:

- Federal Acquisition Management
- Federal Government Contracting
- Program and Project Management
- Business Management
- Supply Chain Management



AMERICAN
GRADUATE
UNIVERSITY

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2009 Degree & Certificate Catalog

AMERICAN GRADUATE UNIVERSITY



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University Overview

American Graduate University's distance learning education programs offer working adults a convenient, content-rich approach in acquiring a quality professional education at a reasonable cost.

The University offers individual courses, five degree programs – *Master of Acquisition Management (MAM)*, *Master of Project Management (MPM)*, *Master of Contract Management (MCM)*, *Master of Supply Management (MSM)*, *Master of Business Administration (MBA)* – and several Master's Certificate programs.

The University, established in 1976, is a traditionally structured, nonresidential institution of higher learning. The University's programs are carefully designed, extensively researched and documented, organized and conducted by a faculty chosen for both their practical and theoretical background.

Coursework is undertaken through structured distance education, employing a text-based, web-assisted learning approach. It is not necessary to be registered in a degree or certificate program in order to enroll in individual University courses.

Applicants for admission to a degree program must hold a bachelor's degree from an accredited

educational institution. Students may secure limited credit for courses taken at other public, private, or Government educational institutions.

The University is accredited by the *Accrediting Commission of the Distance Education and Training Council (DETC)*. AGU is a Registered Global Education Provider for the Project Management Institute. The Defense Acquisition University and the University have formed a strategic partnership for the establishment of cooperative graduate degree and certificate programs. AGU is an education partner of the National Contract Management Association.

The unique experience and educational resources of American Graduate University, in the areas of acquisition management, project/program management, contract management, supply management and general management, allow it to offer work of an unparalleled academic excellence not available from any other nontraditional educational institution.

Degree Programs

MASTER OF ACQUISITION MANAGEMENT

Acquisition/Contract Courses

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Pricing and Financial Management – Course 619
- Contract Management and Administration – Course 631
- Managing Projects – Course 627
- Negotiation – Principles and Practices – Course 635
- Source Selection and Contract Award – Course 651

General Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Financial Management – Course 661
or
Management Information Systems – Course 695
or
Management Economics – Course 663

Comprehensive examination or University-approved project is required.

Each course is 3 semester units.

Program requires completion of 36 semester units.

MASTER OF PROJECT MANAGEMENT

Program/Project Management Courses

- *Managing Projects – Course 627
or
Program Management – Course 625
or
Mastering IT Project Management – Course 628
- **Technical Program Management – Course 629
- *Building and Managing Project Teams – Course 671
- Contracting and Procurement for Project Managers – Course 632
- Earned Value Management Systems – Course 647
- Risk Analysis and Management – Course 679
- Project Quality Management – Course 687
- Negotiation for Project Managers – Course 636

General Management Courses

- *Essentials of Management – Course 602
- *Management Accounting and Control – Course 657
- *Business Research Methods – Course 653
- *Organizational Behavior and Human Resources – Course 659
- *Financial Management – Course 661
or
Management Information Systems – Course 695
or
Management Economics – Course 663

Comprehensive examination or University-approved project is required.

**Courses marked with an asterisk are required. Other courses are electives.*

***Course 629 cannot be taken if a student takes Course 625.*

Each course is 3 semester units.

Program requires completion of 36 semester units.

MASTER OF CONTRACT MANAGEMENT

Acquisition/Contract Courses

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Business Development and Proposal Preparation – Course 613
- Pricing and Financial Management – Course 619
- Contract Management and Administration – Course 631
- Managing Projects – Course 627
- Negotiation – Principles and Practices – Course 635

General Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Financial Management – Course 661
- or*
- Management Information Systems – Course 695
- or*
- Management Economics – Course 663

Comprehensive examination or University-approved project is required.

Each course is 3 semester units.

Program requires completion of 36 semester units.

MASTER OF SUPPLY MANAGEMENT

Supply Management Courses

- Supply Management – Course 605
- Law and Contracts – Course 608
- Price and Cost Analysis – Course 620
- Negotiation – Principles and Practices – Course 635
- Supply Chain Management – Course 615
- Global Logistics Management – Course 616
- or*
- Logistics Management in Government Acquisition – Course 614
- Managing Projects – Course 627

General Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Operations Management – Course 610

Comprehensive examination or University-approved project is required.

Each course is 3 semester units.

Program requires completion of 36 semester units.

MASTER OF BUSINESS ADMINISTRATION-General Management

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Financial Management – Course 661
- Management Economics – Course 663
- Marketing – Course 606
- Managing Projects – Course 627
- or*
- Program Management – Course 625
- Operations Management – Course 610
- Supply Management – Course 605
- Law and Contracts – Course 608
- Communication and Negotiation – Course 607
- Management Information Systems – Course 695
- International Business Operations – Course 609
- Leadership – Principles and Practices – Course 612
- Strategy and Business Policy – Course 665 (*must be taken last*)

*Completion of a project approved by the University is required.
Each course is 3 semester units.
Program requires completion of 48 semester units.*

MASTER OF BUSINESS ADMINISTRATION-Project Management Concentration

Core Management Courses

- *Essentials of Management – Course 602
- *Marketing – Course 606
- *Management Accounting and Control – Course 657
- *Financial Management – Course 661
- *Operations Management – Course 610
- *Supply Management – Course 605
- *Business Research Methods – Course 653
- *Organizational Behavior and Human Resources – Course 659
- *Management Information Systems – Course 695

Project/Program Management Courses

- *Managing Projects – Course 627
- or*
- Program Management – Course 625
- or*
- Mastering IT Project Management – Course 628
- *Negotiation for Project Managers – Course 636
- *Risk Analysis and Management – Course 679
- *Building and Managing Project Teams – Course 671
- *Project Quality Management – Course 687
- **Technical Program Management – Course 629
- Contracting and Procurement – Course 632
- Earned Value Management Systems – Course 647

*Completion of a project approved by the University is required.
*Courses marked with an asterisk are required.
**Course 629 cannot be taken if a student takes Course 625.
Each course is 3 semester units.
Program requires completion of 48 semester units.*

MASTER OF BUSINESS ADMINISTRATION-Acquisition and Contract Management Concentration**Core Management Courses**

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Marketing – Course 606
- Financial Management – Course 661
- Operations Management – Course 610
- Supply Management – Course 605
- Management Information Systems – Course 695

Acquisition and Contracting Courses

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Pricing and Financial Management – Course 619
- Contract Management and Administration – Course 631
- Negotiation – Principles and Practices – Course 635
- Business Development and Proposal Preparation – Course 613
- or*
- Source Selection and Contract Award – Course 651
- Managing Projects – Course 627

Completion of a project approved by the University is required.

Each course is 3 semester units.

Program requires completion of 48 semester units.

MASTER OF BUSINESS ADMINISTRATION-Supply Chain Management Concentration**Core Management Courses**

- Essentials of Management – Course 602
- Marketing – Course 606
- Management Accounting and Control – Course 657
- Financial Management – Course 661
- Operations Management – Course 610
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Management Information Systems – Course 695

Supply Chain Management Courses

- Supply Management – Course 605
- Law and Contracts – Course 608
- Price and Cost Analysis – Course 620
- Negotiation – Principles and Practices – Course 635
- Supply Chain Management – Course 615
- Global Logistics Management – Course 616
- or*
- Logistics Management in Government Acquisition – Course 614
- Managing Projects – Course 627
- Applications in Supply Chain Management – Course 621 (*must be taken last*)

Completion of a project approved by the University is required.

Each course is 3 semester units.

Program requires completion of 48 semester units.



AMERICAN
GRADUATE
UNIVERSITY

American Graduate University

UNIVERSITY MISSION

The mission of American Graduate University is to develop and deliver quality graduate education at a reasonable cost in the areas of acquisition and contract management, project/program management, supply management and overall general management that meets and exceeds the needs of its students.

ABOUT THE UNIVERSITY

American Graduate University was founded in 1976. The University offers a whole vehicle of education that operates outside the campus and classroom tradition. The University is uniquely qualified to offer courses and degree programs in the fields of acquisition management, contract management, project/program management, supply management and general management. It has a well-defined and structured curriculum, an excellent faculty, an extensive proprietary collection of textbooks and course materials, an ongoing dissemination research program, and the most complete library in the field.

To support its activities, the University has complete in-house facilities and staff for course development, conduct and administration, research, graphics and printing. It maintains a complete reference library on all aspects of acquisition, contracting, program/project management, supply management and general management.

UNIVERSITY WITHOUT WALLS

American Graduate University is a true “university without walls” designed to make maximum use of efficient educational methods and technology. The University’s use of a structured curriculum and educational technology, tied in directly with the co-curricular effect of the student’s day-to-day activities, provides a cost-effective route to formal higher education on a national scale. The University’s blend of text and web-based technology is designed to duplicate the real business atmosphere for its adult student body.

The acceptance of the University’s offerings is evidenced by the fact that thousands of students complete courses each year, and by the continuing support of hundreds of companies and government agencies.

GOALS OF THE UNIVERSITY

- Meet the increasing demand on corporate and government entities for further education in the subject fields in which the University specializes.
- Provide an educational delivery method that is flexible, productive and cost-effective.
- Anticipate and provide new or revised programs that meet the ever-changing requirements of the University’s market areas.
- Provide exemplary admissions, course registration fulfillment, student services



and record-keeping while demonstrating a commitment to helping students and faculty in a courteous, ethical and timely manner.

- Foster an environment that promotes a life of learning for its students and faculty and uses feedback from its community to continuously improve the quality of its instruction, learning and support services.

UNIVERSITY OBJECTIVES

The general objectives of the University for each student are to provide:

1. A foundation in the general management principles applicable to the operation of any business and their specific application to the areas of acquisition management, project/program management, contract management, supply management, and general management.
2. An understanding of his or her own present functional interests in relation to business as a whole, and to the total economic, political, technological and social environment.
3. An explanation of the importance of management and leadership in business.
4. An increased ability to research and solve problems independently.

5. An understanding of the proper relationship of the principles to the changing techniques used to implement them.
6. Facility in critical analysis, and analytical, communication, quantitative and synthesizing skills.
7. A combination of breadth in the total knowledge area, with a detailed, saleable amount of depth in functional specialty areas.

ADVANTAGES TO THE STUDENT

The advantages to the student of participation in the program are:

1. The ability to participate in a nationally recognized program, with an integrated curriculum, and demonstrable high educational standards.
2. The assurance that if you are transferred, or change positions, you can pursue your education at your new location without worrying about differences in course content or availability, and without worrying about transferring credits.
3. The ability to pursue your studies completely through distance education.
4. The ability to proceed in a planned fashion, independent of the availability of classroom courses, since all of the courses required for the degrees are available in structured distance education formats.





The Degree Programs

Today's management environment is exceptionally turbulent. Resources are scarce, technology advances rapidly, requirements and perceived needs change quickly, the global marketplace is very competitive and the laws and regulations are becoming more numerous and more complex.

Today's managers, both in industry and government, in order to respond effectively to the changing environment, must have two essential elements. The first is a personal value system appropriate to the problems and human expectations of the times. The second is the ability to understand and interpret basic management disciplines and technological, environmental and political trends in order to achieve organizational and societal goals.

American Graduate University serves as an institution of higher learning for persons engaged in the areas of acquisition and contract management, project/program management, supply management and general management. The function of the University is to define and provide the education for successful participation in the field. Students may take individual courses as their need dictates, or they may participate in the University's degree programs.

The University offers intellectually demanding programs leading to a Master of Acquisition Management (MAM) degree, a Master of Project Management (MPM) degree, a Master of Contract Management (MCM) degree, a Master of Supply Management (MSM) degree, or a Master of Business Administration (MBA) with General Management, Project Management, Acquisition/Contract Management, and Supply Chain Management concentrations. The programs provide a unique educational opportunity for the mature adult student that, both in content and sophistication, compares favorably with the most advanced management education available from any public, private or Government educational institution.

The University's programs are completely structured, extensively researched and documented educational programs, organized



and conducted by a professional faculty with an extensive practical and theoretical background.

These rigorous programs produce a management education of substance, quality, and considerable market value.

The programs of the University provide a choice of plans for the educational development of managers based on the needs and obvious career channels of the individual firm or agency and the industry. This approach is designed to reduce the waste of scarce educational time and dollars in attendance at random courses and seminars. The program is organized so that individual managers can be the principal determinants as to what happens to them educationally, within the parameters of the needs of their organization

and industry, so that their education will have meaning to all three.

ACCREDITATION AND APPROVALS

American Graduate University's education programs are accredited by the *Accrediting Commission of the Distance Education and Training Council (DETC)*, 1601 18th Street, NW, Washington, D.C. 20009-2529, (202) 234-5100, www.detc.org. The Accrediting Commission of DETC is listed by the U.S. Department of Education as a nationally recognized accrediting agency and is also a recognized member of the Council for Higher Education Accreditation. The University also has full institutional approval from the California Bureau for Private Postsecondary and Vocational Education to grant the degrees.



AFFILIATIONS

AGU is a Registered Global Education Provider of the *Project Management Institute*. The University has a strategic partnership with the *Defense Acquisition University* to offer DOD personnel the opportunity to credit their DAU courses toward a joint DAU-AGU certificate program or graduate degree. AGU is an education partner of the *National Contract Management Association*.



Master of Acquisition Management

PURPOSE OF THE PROGRAM

The practice of business management in the acquisition field is a unique, highly sophisticated profession. Management practices and procedures in this field not only encompass mastery of the normal functions of an organization, e.g., product and service development, financial management, law, technical and operations management, program management, contracting, and general management, but also the regulatory requirements and the management techniques unique to the Government acquisition, contracting and program management processes. These requirements and techniques interrelate with normal business management procedures resulting in an evolutionary business management process, far different from, and in many areas more sophisticated than, normal commercial management.

The broad area of Government acquisition, contracting and program management has achieved recognition as an educational and management discipline for which there are established rationale and needs. However, there are generally few professional degree or certificate programs provided by traditional post-secondary schools.

The purpose of the MAM program is to encourage the students to improve their present work capabilities, and to prepare themselves for increasing acquisition management responsibilities, by the development of an intensive knowledge

of their chosen discipline on a broad base of information on the management theories, procedures, practices, techniques and skills associated with business operations. However, rather than learning these in unrelated units of information, the general knowledge, techniques and skills associated with specific areas of acquisition management in the Government environment are integrated into a complete body of knowledge. This provides the student with a more meaningful educational experience by taking advantage of the co-curricular effects of his or her daily work experience, and at the same time, provides that student with multiple career choices in the field of acquisition and contracting with the Federal Government.

OBJECTIVES OF THE PROGRAM

The objectives of the program are to achieve: (1) a broadness of view; (2) a professional approach to acquisition management; (3) an expanded knowledge of the several management functions, particularly those policies, practices and procedures directly related to managing contracts and programs in the Federal Government; (4) a sensitivity to the modern Government acquisition environment; (5) a facility for using analytical skill in the solution of problems; and (6) career advancement in terms of increased status, salary increases, and promotions.

DEGREE REQUIREMENTS

The Master of Acquisition Management program is organized into a block of five general management courses and a block of seven acquisition courses totaling 36 semester units. The management courses are designed to provide the student with an overall framework of business knowledge. They stress the basic principles, concepts, and practices associated with the overall management of any business. The acquisition courses provide the student with a detailed working knowledge in the areas of law and

regulations, source selection and contract award, finance and pricing, negotiation, program, technical and production management, contract management and subcontract and purchasing management.

The student must successfully complete each course and then pass a program comprehensive examination or complete an approved project.

The courses may all be taken through distance education. Please see AGU's website at www.agu.edu for course fees.

MASTER OF ACQUISITION MANAGEMENT

Acquisition Courses

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Source Selection and Contract Award – Course 651
- Pricing and Financial Management – Course 619
- Contract Management and Administration – Course 631
- Managing Projects – Course 627
- Negotiation – Principles and Practices – Course 635

General Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Financial Management – Course 661
- or*
- Management Information Systems – Course 695
- or*
- Management Economics – Course 663

Comprehensive examination or University-approved project is required.

Each course is 3 semester units.

Program requires completion of 36 semester units.



Master of Project Management

PURPOSE OF THE PROGRAM

Project Management is the process where a single leader/manager is responsible for building a project or program team to accomplish the project's objectives on schedule, within budget, and to the customer's satisfaction. This includes planning, organizing, staffing, coordinating, monitoring, motivating and controlling the combined efforts of all of the product teams, functional and staff groups within an organization, and outside contractors and vendors. It is the integrated management of a specific project carried out in a systematic way. Management of projects and large programs consisting of a number of projects is one of the most complex and demanding management concepts in existence. Project management skill is quite different from the technical skills that are so often associated with most projects. There are aspects of all projects which are outside the scope of the technical areas, yet which must be managed with every bit as much care, ability, and concern. That is, these non-technical areas must be well managed if the project's objectives are to be met with optimum economy of resources, and with the maximum satisfaction to the participants.

The purpose of the MPM degree program is to provide the ability to integrate organizational, business and technical management systems with human and leadership skills to successfully

manage dynamic projects and programs. The program is based on the body of knowledge developed by the University in presenting courses in project/program management to thousands of industry and government personnel since 1970. The program is also based on the work done in developing a body of knowledge by the Project Management Institute, an independent non-profit organization of project management professionals.

OBJECTIVES OF THE PROGRAM

The objectives of the program are to provide:

- (1) a structured, yet varied knowledge of the theory and practice of project/program management;
- (2) an opportunity to study the role of the project manager, and to learn the strategies, tactics and functions associated with the management of an entire project or program;
- (3) a more complete understanding of project interests in relation to business as a whole, and to the total economic, political, technological and social environment of the field;
- (4) a more complete understanding of his or her own functional interests in relation to business as a whole, and to the total economic, political, technological and social environment of the field;
- (5) an understanding of the proper relationship of basic principles in relationship to the changing techniques used to implement them;
- (6) facility in critical analysis, and analytical, communication, quantitative and synthesizing skills; and
- (7) an

increase in the marketability of the student's skills and experience in today's competitive marketplace.

DEGREE REQUIREMENTS

The Master of Project Management program is organized into a block of general management courses and a block of project management courses. The management courses are designed to provide the student with an overall framework of business knowledge. They stress the basic principles, concepts, and practices associated with the overall management of any business. The project management courses provide the student with both the theory and a working knowledge of the project

management field to include the areas of leadership, business and financial management, human relations, technical management, communications and negotiation.

The student must successfully complete courses totaling a minimum of 36 semester units in the program and then pass a program comprehensive examination or complete an approved project.

The courses may all be taken through distance education. Please see AGU's website at www.agu.edu for course fees.

MASTER OF PROJECT MANAGEMENT

Program/Project Management Courses

- *Managing Projects – Course 627
or
Program Management – Course 625
or
Mastering IT Project Management – Course 628
- **Technical Program Management – Course 629
- *Building and Managing Project Teams – Course 671
- Contracting and Procurement for Project Managers – Course 632
- Earned Value Management Systems – Course 647
- Risk Analysis and Management – Course 679
- Project Quality Management – Course 687
- Negotiation for Project Managers – Course 636

General Management Courses

- *Essentials of Management – Course 602
- *Management Accounting and Control – Course 657
- *Business Research Methods – Course 653
- *Organizational Behavior and Human Resources – Course 659
- *Financial Management – Course 661
or
Management Information Systems – Course 695
or
Management Economics – Course 663

Comprehensive examination or University-approved project is required.

**Courses marked with an asterisk are required. Other courses are electives.*

***Course 629 cannot be taken if a student takes Course 625. Each course is 3 semester units.*

Program requires completion of 36 semester units.



Master of Contract Management

PURPOSE OF THE PROGRAM

The practice of business management in the field of contracting is a unique profession. Management practices and procedures in this field not only encompass mastery of the normal functions of an organization, e.g., business development, financial management, law, operations and production, project management, procurement, and general management, but also the regulatory requirements and management techniques unique to the Government contracting processes. These requirements and techniques interrelate with normal business management procedures resulting in a business management process, different from, and in many areas more complex than, normal commercial management.

The broad area of Government contracting has achieved recognition as an educational and management discipline for which there are established rationale and needs. However, there are generally few professional degree or certificate programs provided by traditional post-secondary schools.

The purpose of the MCM program is to encourage individuals to improve their present work capabilities, and to prepare themselves for increasing contract management responsibilities, by the development of an intensive knowledge of this discipline on a broad base of information on the management theories, procedures, practices, techniques and skills associated with business

operations. However, rather than learning these in unrelated units of information, the general knowledge, techniques and skills associated with specific areas of specialization in the Government environment are integrated into the general area of contracting with the Federal Government. This provides the student with a more meaningful educational experience by taking advantage of the co-curricular effects of his or her daily work experience, and at the same time, provides that student with multiple career choices in the area of contracting with the Federal Government.

The MCM program is similar to the MAM program (page 11). However, this program is oriented to personnel who work with industry companies that do business with the federal government as prime or subcontractors.

OBJECTIVES OF THE PROGRAM

The objectives of the program are to achieve: (1) a broadness of view; (2) a professional approach to contract management; (3) an expanded knowledge of the several management functions, particularly those policies, practices and procedures directly related to contracting with the Federal Government; (4) a sensitivity to the modern Government contracting environment; (5) a facility for using analytical skill in the solution of problems; and (6) career advancement in terms of increased status, salary increases, and promotions.

DEGREE REQUIREMENTS

The Master of Contract Management program is organized into a block of five general management courses and a block of seven contracting courses totaling 36 semester units. The management courses are designed to provide the student with an overall framework of business knowledge. They stress the basic principles, concepts, and practices associated with the overall management of any business. The contracting courses provide the student with a detailed working knowledge of contracting with the Federal Government to include the areas of law and

regulations, marketing and proposals, finance and pricing, negotiation, program, technical and production management, contract management and subcontract and purchasing management.

The student must successfully complete each course and then pass a program comprehensive examination or complete an approved project.

The courses may all be taken through distance education. Please see AGU's website at www.agu.edu for course fees.

MASTER OF CONTRACT MANAGEMENT

Contracting Courses

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Business Development and Proposal Preparation – Course 613
- Pricing and Financial Management – Course 619
- Contract Management and Administration – Course 631
- Managing Projects – Course 627
- Negotiation – Principles and Practices – Course 635

General Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Financial Management – Course 661
- or*
- Management Information Systems – Course 695
- or*
- Management Economics – Course 663

Comprehensive examination or University-approved project is required.

Each course is 3 semester units.

Program requires completion of 36 semester units.



Master of Supply Management

PURPOSE OF THE PROGRAM

Effective supply management is essential to an organization's success. Supply chain performance contributes directly to the financial and operational efficiency of both corporate and government entities. Supply management is not only concerned with the steps in the procurement process, but also the requirements generation process and post-award activities including other logistics activities such as receiving, inspection, materials handling, transportation storage, and distribution.

The purpose of the MSM program is to help improve students' work capabilities and to prepare themselves for increasing supply management responsibilities by the development of an intensive knowledge of their chosen discipline on a broad base of information on the management theories, procedures, practices, techniques and skills associated with business operations.

This program provides a practical framework for how organizations manage the enterprise-wide functions of supply in today's business environment with focus on supply chain management issues. The program covers the conduct and management of the supply management function – how that function interacts with the other principal business functions, including product development,

marketing, operations, finance and logistics – the conduct of the supply chain process, including the integration of requirements determination, supplier development, qualification and selection – and supplier relations and performance.

In this program, rather than studying these topics in unrelated units of information, the general knowledge, techniques and skills associated with specific areas of supply management are integrated into a complete body of knowledge. This provides the student with a more meaningful educational experience by taking advantage of the co-curricular effects of his or her daily work experience, and at the same time, provides that student with multiple career choices in the field of supply management.

OBJECTIVES OF THE PROGRAM

The objectives of the program are to achieve: (1) a broadness of view; (2) a professional approach to supply management; (3) an expanded knowledge of the several management functions, particularly those policies, practices and procedures directly related to supply chain activities; (4) a sensitivity to the modern supply management environment; (5) a facility for using analytical skill in the solution of problems; and (6) career advancement in terms of increased status, salary increases, and promotions.

DEGREE REQUIREMENTS

The Master of Supply Management program is organized into a block of five general management courses and a block of seven supply management courses totaling 36 semester units. The management courses are designed to provide the student with an overall framework of business knowledge. They stress the basic principles, concepts, and practices associated with the overall management of any business. The supply management courses provide the student both the theory and working knowledge of the

supply management field including the areas of purchasing and supply management, law and contracts, supply chain management, cost and price analysis, negotiation, logistics management, and project management.

The student must successfully complete each course and then pass a program comprehensive examination or complete an approved project.

The courses may all be taken through distance education. Please see AGU's website at www.agu.edu for course fees.

MASTER OF SUPPLY MANAGEMENT

Supply Management Courses

- Supply Management – Course 605
- Law and Contracts – Course 608
- Price and Cost Analysis – Course 620
- Negotiation – Principles and Practices – Course 635
- Supply Chain Management – Course 615
- Global Logistics Management – Course 616
or
Logistics Management in Government Acquisition – Course 614
- Managing Projects – Course 627

General Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Operations Management – Course 610

Comprehensive examination or University-approved project is required.

Each course is 3 semester units.

Program requires completion of 36 semester units.



AMERICAN
GRADUATE
UNIVERSITY

Master of Business Administration

PURPOSE OF THE PROGRAM

This program offers a broad-based education in business operations designed for working professionals who wish to advance or enhance their working careers. The MBA program emphasizes core business principles and the latest concepts, practices and skills needed in today's marketplace.

The program presents an overall management perspective. Certain courses provide a detailed knowledge of management principles as they are related to the individual functional areas such as marketing, operations, finance, and accounting. Other courses provide knowledge of the quantitative and qualitative tools of management and strengthen the students' understanding of the human, social, organizational, governmental, and environmental problems associated with business.

Students may choose either a traditional General Management MBA or an MBA with a concentration in Acquisition and Contract Management, a concentration in Project Management, or a concentration in Supply Chain Management.

In addition to their core MBA degree, students can earn a Master's Certificate in Management as they work toward the completion of their MBA program. Attaining this resume-building Certificate can help students continue to excel in their career while earning a degree and without adding courses or tuition costs.

OBJECTIVES OF THE PROGRAM

The objectives of this program are: (1) a structured knowledge of management principles and practices; (2) an ability to use the basic functions necessary for business operations; (3) a sensitivity to the evolving business environment; (4) an understanding of the proper relationship of basic principles in relationship to the changing techniques used to implement them; (5) facility in critical analysis, and analytical, communication, quantitative and synthesizing skills; and (6) an increase in the marketability of the student's skills and experience in today's competitive marketplace.

DEGREE REQUIREMENTS

The MBA Program is organized into a block of core management courses and a block of concentration courses. The management courses are designed to provide the student with an overall framework of business knowledge. They stress the basic principles, concepts, and practices associated with the overall management of any business. The courses in a concentration provide the student with both the theory and a working knowledge of that particular field.

The student must successfully complete courses totaling a minimum of 48 semester units in the program and then complete an approved project.

The courses may all be taken through distance education. Please see AGU's website at www.agu.edu for course fees.

MBA – GENERAL MANAGEMENT

The objective of this traditional MBA program is to provide a well structured, yet varied knowledge of the principles and practices of management. It offers the opportunity to study the role of the senior manager, and to learn the strategies, tactics, and functions associated with the leadership and management

of an entire enterprise, in addition to the individual functions that make up business organizations.

This program is designed to produce superior managers, provide a generalist perspective, and increase the marketability of the participant's skills and experience in today's competitive marketplace.

MASTER OF BUSINESS ADMINISTRATION-General Management

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Financial Management – Course 661
- Management Economics – Course 663
- Marketing – Course 606
- Managing Projects – Course 627
- or*
- Program Management – Course 625
- Operations Management – Course 610
- Supply Management – Course 605
- Law and Contracts – Course 608
- Communication and Negotiation – Course 607
- Management Information Systems – Course 695
- International Business Operations – Course 609
- Leadership – Principles and Practices – Course 612
- Strategy and Business Policy – Course 665
(must be taken last)

*Completion of a project approved by the University is required.
Each course is 3 semester units.
Program requires completion of 48 semester units.*

MBA – ACQUISITION AND CONTRACT MANAGEMENT CONCENTRATION

The field of Acquisition and Contract Management requires: (1) a knowledge of business management principles; (2) mastery of the underlying function of an organization, such as financial management, marketing, accounting, operations management, and information systems management; and (3) the legal, regulatory and management requirements unique to the acquisition, contracting and program management fields. These requirements, interrelated with standard business practices,

and the need for public visibility into the overall process, have resulted in a process different from and more complex than commercial business operations.

This MBA program concentration is designed to provide participants an advanced education in the concepts, methodologies, and techniques necessary for successful management of acquisition and contracting in complex organizations, and a solid grounding in management principles and techniques for the overall operation of a business organization.

MASTER OF BUSINESS ADMINISTRATION-Acquisition and Contract Management Concentration

Core Management Courses

- Essentials of Management – Course 602
- Management Accounting and Control – Course 657
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Marketing – Course 606
- Financial Management – Course 661
- Operations Management – Course 610
- Supply Management – Course 605
- Management Information Systems – Course 695

Acquisition and Contracting Courses

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Pricing and Financial Management – Course 619
- Contract Management and Administration – Course 631
- Negotiation – Principles and Practices – Course 635
- Business Development and Proposal Preparation – Course 613
- or*
- Source Selection and Contract Award – Course 651
- Managing Projects – Course 627

Completion of a project approved by the University is required.

Each course is 3 semester units.

Program requires completion of 48 semester units.

MBA – PROJECT MANAGEMENT CONCENTRATION

Project and program managers must be able to integrate business and project goals. They must possess an overall management perspective that allows them to achieve their organization's strategic and tactical objectives. Project managers must be able to mesh their organization's business needs with human, business and technical management systems to meet or exceed project

or program objectives while maximizing customer satisfaction.

The purpose of this MBA program concentration is to provide a solid grounding in management principles and techniques, followed by a focus on project management principles and skills. This degree program imparts a rigorous education needed to develop competence in managing and leading any size project or program as well as the overall management and operation of a business.

MASTER OF BUSINESS ADMINISTRATION-Project Management Concentration

Core Management Courses

- *Essentials of Management – Course 602
- *Marketing – Course 606
- *Management Accounting and Control – Course 657
- *Financial Management – Course 661
- *Operations Management – Course 610
- *Supply Management – Course 605
- *Business Research Methods – Course 653
- *Organizational Behavior and Human Resources – Course 659
- *Management Information Systems – Course 695

Project/Program Management Courses

- *Managing Projects – Course 627
- or*
- Program Management – Course 625
- or*
- Mastering IT Project Management – Course 628
- *Negotiation for Project Managers – Course 636
- *Risk Analysis and Management – Course 679
- *Building and Managing Project Teams – Course 671
- *Project Quality Management – Course 687
- **Technical Program Management – Course 629
- Contracting and Procurement – Course 632
- Earned Value Management Systems – Course 647

Completion of a project approved by the University is required.

**Courses marked with an asterisk are required.*

***Course 629 cannot be taken if a student takes Course 625.*

Each course is 3 semester units.

Program requires completion of 48 semester units.

MBA – SUPPLY CHAIN MANAGEMENT CONCENTRATION

This program provides a practical framework for how organizations manage the enterprise-wide functions of supply in today's business environment with focus on supply chain management issues. The program covers the conduct and management of the supply management function – how that function interacts with the other principal business functions, including product development, marketing, operations, finance and logistics – the

conduct of the supply chain process, including the integration of requirements determination, supplier development, qualification and selection – and supplier relations and performance.

This MBA program concentration is designed to provide participants an advanced education in the concepts, methodologies and techniques necessary for successful management of the supply chain in complex organizations, and a solid grounding in management principles and techniques for the overall operation of a business organization.

MASTER OF BUSINESS ADMINISTRATION-Supply Chain Management Concentration

Core Management Courses

- Essentials of Management – Course 602
- Marketing – Course 606
- Management Accounting and Control – Course 657
- Financial Management – Course 661
- Operations Management – Course 610
- Business Research Methods – Course 653
- Organizational Behavior and Human Resources – Course 659
- Management Information Systems – Course 695

Supply Chain Management Courses

- Supply Management – Course 605
- Law and Contracts – Course 608
- Price and Cost Analysis – Course 620
- Negotiation – Principles and Practices – Course 635
- Supply Chain Management – Course 615
- Global Logistics Management – Course 616
- or*
- Logistics Management in Government Acquisition – Course 614
- Managing Projects – Course 627
- Applications in Supply Chain Management – Course 621 (*must be taken last*)

Completion of a project approved by the University is required.

Each course is 3 semester units.

Program requires completion of 48 semester units.





Master's Certificate Programs

For students who do not wish to complete an entire degree program, or do not have an undergraduate degree, the option of a Master's Certificate Program is available.

Certificate programs are available in the areas of *Acquisition and Contracting, Project/Program Management, Supply Management, Financial Management and Pricing, and Management*. To receive a certificate, a student must be admitted to the program, successfully complete the required courses and all course examinations. Recipients must have a minimum of one year experience in the Certificate subject area. An outline of the Certificate Programs may be found below.

THE CERTIFICATE PROGRAMS

Acquisition and Contracting – This program provides knowledge of the acquisition, contracting and procurement processes and how this interrelates with standard business management processes.

Project/Program Management – This program provides knowledge of the organizational, human, business and technical processes for successfully managing projects and programs.

Supply Management – This program provides knowledge of the practices and procedures of

the supply management function with a focus on supply chain management approaches.

Financial Management and Pricing – This program provides knowledge of the planning, analysis, decision-making and control tools necessary for making and implementing effective financial decisions.

Management – This program provides a structured, yet varied knowledge of the practice and principles of business management.

JOINT DAU-AGU MASTER'S CERTIFICATE

The strategic partnership between the *Defense Acquisition University* and the *American Graduate University* offers DOD personnel, who have earned a Level 1, 2, or 3 certification in one of DOD's Acquisition, Technology and Logistics (AT&L) workforce fields, the opportunity to apply their DAU training towards a Joint Master's Certificate in one of the five areas mentioned above.

MASTER'S CERTIFICATE in Acquisition and Contracting

- Federal Government Contracting – Course 601
- Government Contract Law – Course 603
- Business Development and Proposal Preparation – Course 613
- Managing Projects – Course 627
- Risk Analysis and Management – Course 679
- Pricing & Financial Management – Course 619
- Contract Management and Administration – Course 631
- Negotiation – Principles and Practices – Course 635
- Source Selection and Contract Award – Course 651

Successful completion of six courses (including Course 601 and Course 619) is required for the issuance of the Master's Certificate or the Joint DAU-AGU Certificate.

MASTER'S CERTIFICATE in Project/Program Management

- Program Management – Course 625
- Managing Projects – Course 627
- Mastering IT Project Management – Course 628
- **Technical Program Management – Course 629
- Building, Leading and Managing Project Teams – Course 671
- Negotiation for Project Managers – Course 636
- Earned Value Management Systems – Course 647
- Risk Analysis and Management – Course 679
- Contracting and Procurement for Project Managers – Course 632
- Project Quality Management – Course 687

*Successful completion of six courses (including Course 625, 627 or 628, and Course 671) is required for the issuance of the Master's Certificate or the Joint DAU-AGU Certificate.
**Course 629 cannot be taken if a student takes Course 625.*

MASTER'S CERTIFICATE in Supply Management

- Supply Management – Course 605
- Operations Management – Course 610
- Supply Chain Management – Course 615
- Negotiation – Principles and Practices – Course 635
- Global Logistics Management – Course 616
or
Logistics Management in Government Acquisition – Course 614
- Price and Cost Analysis – Course 620

Successful completion of all six courses is required for the issuance of the Master's Certificate or the Joint DAU-AGU Certificate.

MASTER'S CERTIFICATE in Financial Management and Pricing

- Pricing & Financial Management – Course 619
 - Negotiation – Principles and Practices – Course 635
 - Financial Management – Course 661
 - Management Economics – Course 663
 - Management Accounting and Control – Course 657
 - Federal Government Contracting – Course 601
 - Risk Analysis and Management – Course 679
 - Earned Value Management Systems – Course 647
 - Managing Projects – Course 627
- Successful completion of six courses (including Courses 619, 661 and 657) is required for the issuance of the Master's Certificate or the Joint DAU-AGU Certificate.*

MASTER'S CERTIFICATE in Management

- Essentials of Management – Course 602
 - Management Accounting and Control – Course 657
 - Business Research Methods – Course 653
 - Managing Projects – Course 627
 - Communication and Negotiation – Course 607
 - Risk Analysis and Management – Course 679
 - Marketing – Course 606
 - Organizational Behavior and Human Resources – Course 659
 - Financial Management – Course 661
 - Management Information Systems – Course 695
 - Management Economics – Course 663
 - Supply Management – Course 605
 - Operations Management – Course 610
 - Supply Chain Management – Course 615
- Successful completion of six courses (including Courses 602 and 657) is required for the issuance of the Master's Certificate or the Joint DAU-AGU Certificate.*





AMERICAN
GRADUATE
UNIVERSITY

Instructional Mode

STRUCTURED DISTANCE EDUCATION COURSES

The University offers a wide variety of structured distance education courses. This program provides a convenient, low-cost method of pursuing individual courses or the complete degree or certificate program.

These structured distance education programs use a text-based, web-enabled approach utilizing a blend of print and electronic media. They are designed to serve men and women who must study on their own time, or in accordance with flexible schedules. They are tailored for the adult who has family, job and community responsibilities. The courses are carefully designed teaching systems. Each course takes into account that the student does not have the physical presence of an instructor. The textbooks and written materials furnished are self-explanatory. All of the steps and divisions in the subject matter are explained in writing. Further, student questions and discussions normal to the classroom situation are anticipated and made a part of the course material. The teaching is built into the course. Provision is made for contact with faculty and staff for individual student questions. Student contact with faculty, staff and other students is accomplished through AGU's website, e-mail, fax and telephone. Students also have access to an on-line library system.

Auto-Instructional Learning Program

The courses are based on the University's auto-instructional program of feedback and reinforcement based on a Five Step Study Method. Every step in learning is accomplished by student action. The student learns by active participation and feedback. Complicated material is absorbed by learning each simple part that makes it up. Learning moves from the simple to the difficult. Learning steps are corrected constantly so that misinformation is forgotten and correct information is confirmed and retained.

Each course has an assigned instructor who interacts with the student through e-mail, fax or phone.

Course lessons are organized in a sequential and logical order. The subject matter is broken into small learning units with all the steps and divisions of the subject matter fully explained. Before moving to the next unit, the student's learning achievements are measured.

Lesson subject examinations in each course are available through AGU's CourseWebs online examination center. A final examination for each course is given which requires the application of the principles underlying the field of study. Examinations are "open book" and designed to test a student's understanding of the subject matter and the ability to use it in practical applications. Certain final examinations

are proctored. Studies show that the terminal achievements of distance education students are as great as those taught by conventional methods.

Study Guides

The Study Reference Guide is the student's auto-tutor for each course. A number of lessons are included in each Guide. Each Lesson Plan describes exactly what the student should know after completion of the Lesson. It prescribes the Lesson Assignments and furnishes Collateral Reading References. The Lesson Review Exercises and Answers provide a list of the important points in each Lesson. They are designed to reinforce learning immediately. They also provide a means to quickly review the lesson content. Finally, the Subject Examination for each Lesson allows the student to demonstrate mastery of the Lesson.

Cases And Exercises

A number of cases and exercises are furnished with each course illustrating actual problems. The major objectives of the cases and exercises are to encourage the student to engage in independent thinking, and to assist in developing skill in using the knowledge imparted in the course.

Library Of Materials Furnished

Structured distance education requires a combination of theory and performance which is achieved by use of text material, cases, exercises, and testing designed to make a rapid transfer from theory to know-how. Each student receives a complete library of all the necessary text material including textbooks, readings, cases, and exercises.



The extensive text material, much of which is published and copyrighted by the University, is worth the price of the course.

Courses Cover All Practices

All *program/project management* courses are in accord with the Project Management Institute's "Guide to the Project Management Body of Knowledge" and the current practices in government and industry. The *acquisition and contracting* courses are in accord with current regulations and practices of government agencies and the Uniform Commercial Code. The *supply management* courses are in accord with the knowledge areas enunciated by the Institute for Supply Management. The *general management* courses are similar in content to those offered at other graduate level business schools.

LIST OF DISTANCE EDUCATION COURSES

The following courses are available by distance education:

Program/Project Management

Program Management – Course 625
 Managing Projects – Course 627
 Mastering IT Project Management – Course 628
 Technical Program Management – Course 629
 Building and Managing Project Teams – Course 671
 Contracting and Procurement for Project Managers –
 Course 632
 Risk Analysis and Management – Course 679
 Earned Value Management Systems – Course 647
 Project Quality Management – Course 687
 Negotiation for Project Managers – Course 636

Acquisition and Contracting

Federal Government Contracting – Course 601
 Government Contract Law – Course 603
 Pricing and Financial Management – Course 619
 Business Development and Proposal Preparation –
 Course 613
 Contract Management and Administration –
 Course 631
 Negotiation – Principles and Practices – Course 635
 Source Selection and Contract Award – Course 651

Supply Management

Supply Management – Course 605
 Law and Contracts – Course 608
 Logistics Management in Government Acquisition –
 Course 614
 Supply Chain Management – Course 615
 Global Logistics Management – Course 616
 Price and Cost Analysis – Course 620
 Applications in Supply Chain Management –
 Course 621

General Management

Essentials of Management – Course 602
 Marketing – Course 606
 Communication and Negotiation – Course 607
 Law and Contracts – Course 608
 International Business Operations – Course 609
 Operations Management – Course 610
 Leadership – Principles and Practices – Course 612
 Business Research Methods – Course 653
 Management Accounting and Control – Course 657
 Organizational Behavior and Human Resources –
 Course 659
 Financial Management – Course 661
 Management Economics – Course 663
 Strategy and Business Policy – Course 665
 Management Information Systems – Course 695

Course descriptions may be found beginning on page 34, and are also available on our homepage: www.agu.edu.





Course Outlines

This Section outlines the various courses offered by the American Graduate University for the degree and certificate programs. These courses, in their respective areas, are the most complete, practical, thoroughly documented courses available.

The courses are designed for general managers, project or program managers, financial managers, engineering managers, contracting officers, production managers, operations managers, proposal managers, marketing managers, contract managers, lawyers, estimators, price analysts, purchasing agents, subcontract managers, and senior managers in both private industry and Government.

The courses integrate the student into a total learning environment, including guided reading, case study, exercises, and examinations. Extensive use is made of case studies, exercises and charts to illustrate principles and to provide specific instruction on the subject matter.

These learning systems, which combine experienced faculty with structured subject matter, guarantee that the learning objectives specified

will be achieved, and that each student will have an excellent understanding of the course content, supported by extensive course material for further study and reference.

Courses Constantly Updated

The University Press publishes a number of the course texts which cover all aspects of program/project management and acquisition management. In addition, it has extensive research and printing facilities. This assures that all instructors will be immediately aware of any changes that affect any part of the courses and that all course materials will be constantly updated.

FEDERAL GOVERNMENT CONTRACTING Course No. 601 — 3 Semester Units

This course is the most complete, thoroughly documented course in Government contracts available to prime contractors, subcontractors, and Government agencies. It covers in one accelerated program all aspects of Government contracts and subcontracts and related management problems. The material is covered in-depth from both the seller's and buyer's viewpoint and is completely current. The course is based on the philosophy that everyone in responsible positions in the Government contract industry must have an appreciation of the entire process to properly perform their functions even though they may be responsible for only a part of the total.

Since the course covers the marketing, financial, legal, administrative, and management aspects of Government contracting, any person connected with any area of Government contracts can benefit from attendance.

The course is in accord with all current regulations, directives and practices. In addition to the standard acquisition procedures applicable to prime contractors, subcontractors and Government agencies, it covers the unique practices of the Department of Defense and each of the Federal civil agencies.

COURSE OUTLINE

- Contract Procedures
- Laws and Regulations Governing Procurement
- Electronic Commerce
- Contract Law
- Performance-Based Contracting
- Contracting By Sealed Bidding
- Two-Step Sealed Bidding
- Contracting By Negotiation
- Statements of Work/ Objectives
- Request for Proposals
- Source Selection
- Government Marketing
- Proposal Preparation
- Pricing Techniques
- Estimating
- Profit and Fee
- Cost or Pricing Data Requirements
- Analysis of Cost Principles
- Cost Accounting Standards
- Types of Contracts
- Negotiation
- Terms and Conditions
- Fraud, Waste and Abuse
- Disputes, Appeals and Protests
- Project Management
- Contract Administration
- Interpretation of Specifications
- Changes
- Subcontracts
- Termination for Default
- Termination for Convenience

COURSE MATERIALS

1. "Federal Government Contracting," AGU Press.
2. Study Guide with Detailed Lesson Plans.

ESSENTIALS OF MANAGEMENT Course No. 602 — 3 Semester Units

Because business organizations are being challenged more than ever before to develop new resources and markets in a global economy, a demand for a new kind of manager has come to the forefront. Whether a front line supervisor or the top executive of an enterprise, the functions of a manager are essentially the same. The manager must be able to make decisions and communicate these decisions to his organization. In order to do this, they must have the knowledge and ability to use today's most effective management techniques in a new and exciting era of technological change.

This course is designed to present the operational theory of management and furnish a framework of management organization. It is designed around the management functions of planning, organizing, staffing, directing and controlling. The objective of the course is to provide the student with a well-structured and varied knowledge of management disciplines. The course covers: Management in a Global Environment – Managing Work and Organizations – Managing People in Organizations – Managing Production and Operations.

COURSE OUTLINE

- Managers and the Evolution of Management
- Managers and Their Environments
- Managing in a Global Environment
- Social and Ethical Responsibilities of Management
- Management Decision Making
- The Planning Function
- Strategic Planning
- The Organizing Function
- Organization Design
- The Controlling Function
- Motivation
- Managing Work Groups
- Leading People in Organizations
- Communication and Negotiation
- Human Resource Management
- Organization Change, Development, and Innovation
- Production and Operations Management
- Production and Inventory Planning and Control
- Managing Information for Decision Making
- Entrepreneurship
- Careers in Management

COURSE MATERIALS

1. "Management – Leading & Collaborating in the Competitive World," by Thomas S. Bateman & Scott A. Snell, McGraw-Hill Irwin
2. Study Guide with Detailed Lesson Plans.

GOVERNMENT CONTRACT LAW

Course No. 603 — 3 Semester Units

The course deals comprehensively with the purpose, interpretation, applicability and legal ramifications of the clauses, statutes, executive orders, and regulations applicable to Government prime contracts and subcontracts. The major decisions of the Boards of Contract Appeals, the Comptroller General, and the U.S. Court of Federal Claims are examined. The rights and responsibilities of the Government, prime contractor and subcontractor are explained. The specific problems of the prime and subcontractor relationship are covered.

This course is specifically designed to provide information and reference material for contract managers, subcontract managers, in-house attorneys, and private counsel who are responsible for the negotiation, analysis and implementation of the terms and conditions of Government prime contracts and subcontracts. Its major emphasis is on how to keep out of legal problems, not what to do after they arise. Therefore, its primary emphasis is on "preventive" contract law rather than the disputes and appeals process, and other legal remedies, although these are also adequately covered.

COURSE OUTLINE

- Government Contract Law
- Basic Principles of Contracting
- Acquisition and Contracting Process
- Sealed Bidding/Two-Step Sealed Bidding
- Contracting By Negotiation
- Cost or Pricing Data Requirements
- Interpretation of Specifications
- Changes and Modifications
- Constructive Changes
- Equitable Adjustments
- Patents
- Technical Data
- Financing
- Taxes, Insurance and Bonds
- Labor/Socio-Economic Requirements
- Quality Insurance, Inspection, Guarantees and Warranties
- Government Property, Facilities, Special Tooling, Special Test Equipment
- Subcontracts
- Termination for Default
- Liquidated Damages
- Termination for Convenience
- Disputes Under Government Contracts
- Extraordinary Contractual Actions
- The Comptroller General and the GAO
- The Courts
- Buy American Act and International Contracting
- Fraud, Waste and Abuse

COURSE MATERIALS

1. "Government Contract Law," Defense Acquisition University.
2. Study Guide with Detailed Lesson Plans.

SUPPLY MANAGEMENT

Course No. 605 — 3 Semester Units

Fifty percent or more of an organization's funds may be expended in purchases of material and services through purchase orders and subcontracts. The success of a firm depends greatly on the effective management of its purchasing and supply management function. In most leading firms today the purchasing or procurement function has expanded to become supply management.

This course provides a practical framework for how firms manage the enterprise-wide functions of purchasing and supply in today's business environment with an increased focus on supply-chain issues. The course covers the conduct and management of the purchasing and supply management function – how that function interacts with the other principal business functions, including product development, marketing, operations and finance – the conduct of the acquisition process, including the determination of requirements, supplier qualification and selection – and the management of supplier relations and performance.

COURSE OUTLINE

- Supply Management Overview
- Supply Management: An Organization-Spanning Activity
- Supply Management: Implementor of the Firm's Social Responsibilities
- Buyer-Supplier Relationships
- Cross-Functional Teams
- Quality Management
- Total Cost of Ownership
- e-Commerce
- New Product Development
- Specifications and Standardization
- Procurement of Equipment
- Purchasing Services
- Outsourcing: To Make or To Buy
- Sourcing
- Global Supply Management
- Pricing
- Cost Analysis
- Types of Compensation
- Negotiation
- Relationship and Contract Management
- Supplier Development
- Ethical and Professional Standards
- Legal Considerations
- Institutional Supply Management
- Government Procurement
- Implementing World Class Supply Chain Management

COURSE MATERIALS

1. "World Class Supply Management: The Key to Supply Chain Management," by David Burt, Donald W. Dobler, Stephen Starling, McGraw-Hill.
2. Student CD-ROM.
3. Study Guide with Detailed Lesson Plans.

MARKETING

Course No. 606 — 3 Semester Units

The marketing function is the keystone of a well managed company. Strategically, it is concerned with identifying the customer and the products and services which the customer requires. At the operation level, marketing management identifies specific customer needs and the types of products required to fill those needs. This course is designed to develop an understanding of how to build an integrated marketing effort in view of the forces affecting marketing activity, the customer, the trade, competition, and government regulations.

This course covers marketing strategy – marketing information – customer analysis and buyer behavior – market segmentation – market research – product development – marketing channels and logistics of distribution – pricing – direct selling – advertising and promotion – product policy and strategy – and global marketing. Continual emphasis is placed on shaping these elements into a complete, integrated, responsive marketing program. The course deals with the development and implementation of plans, strategies and tactics which will best serve the organization and the customer in a competitive environment.

COURSE OUTLINE

- Marketing Management Overview
- Company and Marketing Strategy
- Marketing in the Digital Age
- The Marketing Environment
- Managing Marketing Information
- Consumer Markets
- Consumer Buyer Behavior
- Business Markets
- Business Buyer Behavior
- Market Segmentation, Targeting and Positioning
- Branding Strategies
- Product Development and Life Cycle Strategies
- Pricing Approaches
- Pricing Strategies
- Marketing Channels and Supply Chain Management
- Retailing and Wholesaling
- Integrated Marketing Communication Strategy
- Advertising, Sales and Public Promotions
- Personal Selling and Direct Marketing
- Competitive Advantage
- Competitive Marketing Strategies
- Global Marketplace
- Social Responsibility and Marketing Ethics

COURSE MATERIALS

1. "Principles of Marketing," by Philip Kotler and Gary Armstrong, Prentice Hall.
2. Study Guide with Detailed Lesson Plans.

COMMUNICATION AND NEGOTIATION

Course No. 607 — 3 Semester Units

This is a two-part course. The first part covers all aspects of business communication. The second part concentrates on the principles and techniques of negotiation of which communication is an essential part.

Communication in business consists of different skill sets. The ability to communicate is essential to success in today's business environment. This part of the course is organized around the traditional content of a business communications course, including written and oral communication, global and multicultural issues, legal and ethical situations, and technology in communication.

Negotiation takes place when two or more parties, each with their own objectives, seek to reach a mutually satisfying agreement. Negotiation is not the process of giving in or mutual sacrifice in order to secure an agreement. It is a process used to find a formula which will maximize the interest of all parties to the negotiation. Negotiation takes place in all phases of business. This part of the course offers a complete approach to the development of the knowledge, attitude and skill required for success in negotiation. The emphasis is on the entire negotiation process, not just on a series of unrelated negotiation tactics.

COURSE OUTLINE

- The Communication Environment
- Developing Communications
- Fundamentals of Business Writing
- Business Messages, Proposals, and Reports
- Verbal and Nonverbal Communication
- Communication on the Job
- Communication and Technology
- International and Cross Cultural Communication
- The Nature of Negotiation
- Negotiation: Framing, Strategizing, and Planning
- Distributive Bargaining vs. Integrative Negotiation
- Communication, Perception, and Cognitive Biases
- Finding and Using Negotiation Leverage
- Ethics in Negotiation
- Multiparty Negotiations
- Individual Differences
- Global Negotiation
- Managing Difficult Negotiations

COURSE MATERIALS

1. "Business Communications," by Raymond V. Lesikar, Marie E. Flatley, and Kathryn Rentz, McGraw-Hill Irwin.
2. "Negotiation," by Roy J. Lewicki, David M. Saunders, and Bruce Barry, McGraw-Hill Irwin.
3. "Negotiation – Readings, Exercises and Cases," by Roy J. Lewicki, David M. Saunders, and Bruce Barry, McGraw-Hill Irwin.
4. Study Guide with Detailed Lesson Plans

LAW AND CONTRACTS

Course No. 608 — 3 Semester Units

Managers must have an understanding of the legal environment in which business enterprises must operate. This course stresses those aspects of the law that are essential to the decision making process and the operation of a business. The basis of constitutional law and the operation of the legal system are explained. The difference between civil and criminal law and the methods of resolving disputes are covered. A major emphasis is placed on contract law both in private transactions employing the Uniform Commercial Code, and in federal, state, and local contracts which are subject to the various statutes, regulations and procedures governing public agencies.

COURSE OUTLINE

- Introduction to Law, Legal Reasoning, and Business Ethics
- Courts, Court Procedures and Alternative Dispute Resolution
- Constitutional Authority to Regulate Business and Administrative Law
- Torts, Negligence and Strict Liability
- Intellectual Property, Criminal Law and Cyber Crimes
- Contracts – Nature and Terminology
- Agreement
- Consideration, Capacity and Legality
- Genuineness of Assent and Statute of Frauds
- Third Party Rights, Performance and Discharge
- Breach of Contract, Remedies and E-Contracts
- Formation of Sales and Lease Contracts
- Title, Risk and Insurable Interest
- Performance, Breach of Sales/Lease Contracts and Remedies
- Warranties, Product Liability and Consumer Law
- Agency Formation, Duties, Liability to Third Parties and Termination
- Employment, Labor Law, and Employment Discrimination
- Personal Property, Bailments and Insurance
- Bankruptcy Law
- Secured Transactions, Creditors Rights and Suretyship
- Environmental and Antitrust Law
- Sole Proprietorships, Franchises, Law for Small Business
- Partnerships, LLP's, LLC's, Special Business Forms
- Corporations – Formation, Financing, Directors, Officers, Shareholders
- Corporations – Mergers, Consolidation, Termination, Securities and Corporate Governance
- Professional Liability, Accountability, and International Law

COURSE MATERIALS

1. "West's Business Law," by Kenneth W. Clarkson, Roger LeRoy Miller, Gaylord A. Jentz, Frank B. Cross, Thomson West.
2. Study Guide with Detailed Lesson Plans.

INTERNATIONAL BUSINESS OPERATIONS

Course No. 609 — 3 Semester Units

This is a multi-disciplinary course whose objectives are to enable the student to study the development and operation of the multinational firm – to become familiar with the special business and legal problems associated with establishing and managing offshore operations and engaging in international trade – to explore the relationships between business and government and the regulations of business enterprises – to become familiar with contemporary international monetary affairs, and to analyze the cultural differences that create problems in international business operations.

Special attention is given to the motivation of multinational firms in their investments abroad and the impact of international operations on marketing, finance, operations, supply, human relations, and general management. Emphasis is placed on the development of strategies, tactics, and organizational structures for the various types of cultural environments and their effective implementation for market penetration.

COURSE OUTLINE

- The Rapid Change of International Business
- International Trade and Foreign Direct Investment
- Theories of International Trade and Investment
- International Institutions from an International Business Perspective
- Understanding the International Monetary System
- Sociocultural Forces
- Natural Resources and Environmental Sustainability
- Economic and Socioeconomic Forces
- Political Forces
- Legal Forces
- Financial Forces
- Labor Forces
- International Competitive Strategy
- Organizational Design and Control
- Assessing and Analyzing Markets
- Entry Modes
- Export and Import Practices
- Marketing Internationally
- Global Operations and Supply Chain Management
- Human Resource Management
- Financial Management and Accounting

COURSE MATERIALS

1. "International Business – The Challenge of Global Competition," by Donald A. Ball, Wendell H. McCulloch, Jr., J. Michael Geringer, Michael S. Minor, Jeanne M. McNett, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

OPERATIONS MANAGEMENT

Course No. 610 — 3 Semester Units

Operations Management (OM) is the field of management which deals with the operational function of enterprises. Every organization, public or private, service or manufacturing, uses production systems to transform resource inputs into useful goods or services. The course develops a systematic approach for identifying and solving a wide variety of production and operation management problems.

Operations Management involves both long term system planning and design and operating problems that occur within a short term planning and decision framework. Most of the controllable costs of a business are managed by the operating function.

This course is designed to develop student skills in analysis, planning and decision making. Its goal is to develop the student's ability to plan and control production and operational systems and to solve a wide range of operating problems. Materials used in the course are taken from a wide variety of operating situations involving both production and service operations.

COURSE OUTLINE

- Operations Management Overview
- Introduction to the Field
- Strategy and Competitiveness
- Linear Programming
- Project Management
- Product Design
- Learning Curves
- Process Analysis
- Job Design and Work Measurement
- Manufacturing Process and Design
- Facility Layout
- Service Process Selection and Design
- Waiting in Line
- Quality Management: 6 Sigmas
- Process Capability
- Supply Chain Strategy
- Capacity Management
- Facility Location
- Lean Production
- Planning and Controlling the Supply Chain
- Forecasting
- Aggregate Sales and Operations Planning
- Inventory Control
- MRP Systems
- Operations Scheduling
- Synchronous Manufacturing and Theory of Constraints

COURSE MATERIALS

1. "Operations Management for Competitive Advantage," by Richard B. Chase, F. Robert Jacobs, Nickolas J. Aquilano, McGraw-Hill.
2. Student DVD.
3. Study Guide with Detailed Lesson Plans.

LEADERSHIP – PRINCIPLES AND PRACTICES

Course No. 612 — 3 Semester Units

This course covers the concepts, principles and skills of leadership in a manner that is appropriate for both new and experienced leaders. A thorough assessment of advanced leadership skills, the role and function of leadership and the impact on individual organizations and society is presented. Various leadership models and their effectiveness are discussed. Topics include leadership variables, ethics, leadership principles and approaches, team leadership and critical issues in leadership.

COURSE OUTLINE

- The Leadership Equation
- Leadership Qualities
- Characteristics of Followers
- Situational Factors
- The Importance of Vision
- The Motive to Lead
- Organizational Climate
- Leadership Ethics
- The Role of Values
- Ethics at Work
- Leadership Authority
- Empowerment in the Workplace
- The Quality Imperative
- Effective Leadership
- Human Relations
- The Team Concept
- Human Behavior
- The Art of Persuasion
- The Diversity Challenge
- Effective Delegation
- How to Assign Work
- The Role of Personality
- The Leader as Teacher
- Helping People Through Change
- Burnout Prevention
- Managing Performance
- Professional Performance
- Sustaining Discipline

COURSE MATERIALS

1. "Leadership Theory and Practice," by Peter G. Northouse, Sage Publications, Inc.
2. "The Art of Leadership," by George Manning, Kent Curtis, McGraw-Hill Irwin.
3. Study Guide with Detailed Lesson Plans.

BUSINESS DEVELOPMENT AND PROPOSAL PREPARATION

Course No. 613 — 3 Semester Units

The function of a proposal is to sell the managerial and technical capabilities of the firm to carry out the work required at a reasonable cost. The importance of proposals in contracting cannot be over-emphasized. It is the point of sale. It is the primary vehicle for winning additional business. It is also one of the most difficult management tasks for many companies since every element of the company is involved in the development of the technical, management and cost proposal and in the negotiation and definitization of the resulting contract.

The course is the most complete, thoroughly documented discussion of proposal preparation available to the Government prime contractors, subcontractors, commercial firms, and Government agencies from any source. It provides detailed step-by-step documented instruction on every aspect of the pre-proposal, proposal, source selection, and contract definitization process.

COURSE OUTLINE

- Development of a Winning Strategy
- Relationship of Marketing and Proposal Preparation
- Analysis of the Statement of Work and the Request for Proposal
- Source Selection Procedures
- Organization for Proposal Preparation
- Proposal Preparation Procedures
- Modular Proposal Techniques
- Development of Key Issues and Themes
- Writing the Proposal
- Publication
- Proposal Format – Executive Summaries
- The Technical Proposal
- The Management Proposal
- The Cost Proposal
- Proposal Reviews and Follow-Up

COURSE MATERIALS

1. "Proposal Preparation," AGU Press.
2. Study Guide with Detailed Lesson Plans.

LOGISTICS MANAGEMENT IN GOVERNMENT ACQUISITION

Course No. 614 — 3 Semester Units

Integrated Logistics Support (ILS) is an analysis methodology and management process, which is applied to virtually every major acquisition program in both the military and civilian sectors.

ILS provides the balance between the performance and supportability characteristics of a system that must be formed with a reasonable investment in both the system design and the necessary support infrastructure. The logistician must be technically competent, knowledgeable of available design and analysis tools/models and their application, and must be able to effectively communicate with other internal project personnel, suppliers, and customer contract and operational personnel across the board. This course will provide the basis for acquiring those core competencies utilizing three fundamental objectives: (1) Defining a Supportable Design; (2) Developing a Support Solution; and (3) Defining the Logistic Management Process.

COURSE OUTLINE

- Introduction to Logistics
- The Evolving System Requirement
- Creating the Design Solutions
- Reliability, Maintainability, Testability, and Failure Modes, Effects, and Critical Analysis (FMECA)
- Supportability Characteristics
- Functional Support Analysis
- Reliability-Centered Maintenance
- Software Support
- Availability
- Cost of Ownership
- Logistics Support Analysis
- Physical Support Analysis
- Level of Repair Analysis
- Logistics Support Information Management
- Manpower and Personnel
- Support Equipment
- Provisioning and Supply Support
- Technical Manuals
- Training and Training Equipment
- Facilities
- Packaging, Handling, Storage, and Transportability
- Logistics Management Plans
- Contracts
- Logistics Management

COURSE MATERIALS

1. "Integrated Logistics Support Handbook," by James V. Jones, McGraw-Hill; "MIL-HDBK-502," Department of Defense Handbook, Acquisition Logistics, 30 May 1997; "Introduction to Defense Acquisition Management," by Defense Acquisition University Press.
2. Study Guide with Detailed Lesson Plans.

SUPPLY CHAIN MANAGEMENT

Course No. 615 — 3 Semester Units

Supply chain management has been defined as the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management activities. Importantly, it also includes coordination and collaboration with supply channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies.

This course provides an introduction to the many critical facets of supply chain management. The course coverage ranges from basic topics of inventory management, logistics network design, distribution systems, and customer value to more advanced topics of strategic alliances, the value of information in the supply chain, information technology, decision-support systems, and international issues in supply chain management. State-of-the-art models, concepts, and solution methods are provided for the design, control, operation and management of supply chain systems.

COURSE OUTLINE

- Introduction to Supply Chain Management
- Creating Customer Value through SCM
- The Value of Information
- Coordinated Product and Supply Chain Design
- Supply Chain Integration
- Distribution Strategies
- Logistics Network Configuration
- Inventory Management
- Global Logistics
- Risk Pooling
- Procurement and Outsourcing
- Supply Portfolio Matrix
- Strategic Alliances
- Pricing Concepts
- IT for SCM
- Decision Support Systems for SCM
- International Issues

COURSE MATERIALS

1. "Designing and Managing the Supply Chain," by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.
3. CD-ROM and On-Line Learning Center.

GLOBAL LOGISTICS MANAGEMENT

Course No. 616 — 3 Semester Units

Supply chain logistics management encompasses the development and fundamentals of the logistics discipline within a supply chain structure. It also presents a vision of the future of business logistics and supply chain management and their role in enterprise competitiveness.

Logistics includes all the activities required to move product and information to, from, and between members of a supply chain. The supply chain provides the framework for businesses and their suppliers to jointly deliver goods, services, and information efficiently, effectively, and relevantly to customers. This course presents the mission, business processes, and strategies needed to achieve integrated logistical management. The course has three fundamental objectives: (1) to present a comprehensive description of existing logistical practices in a global economy; (2) to describe ways and means to apply logistics principles to achieve competitive advantage; and (3) to provide a conceptual approach for integrating logistics as a core competency within enterprise supply chain strategy.

COURSE OUTLINE

- 21st-Century Supply Chains
- Logistics
- Customer Accommodation
- Procurement and Manufacturing
- Information Technology Framework
- Inventory
- Transportation Infrastructure
- Transportation Operations
- Warehousing
- Packaging and Materials Handling
- Operational Integration
- Global Strategic Positioning
- Network Integration
- Logistics Design and Operational Planning
- Relationship Development and Management
- Operational, Financial, and Social Performance

COURSE MATERIALS

1. "Supply Chain Logistics Management," by Donald J. Bowersox, David J. Closs, M. Bixby Cooper, McGraw-Hill Irwin;
2. "Global Logistics Management," by Kent N. Gourdin, Blackwell Publishing.
3. Study Guide with Detailed Lesson Plans.

PRICING AND FINANCIAL MANAGEMENT OF GOVERNMENT CONTRACTS AND SUBCONTRACTS

Course No. 619 — 3 Semester Units

The course is designed to provide an understanding and detailed working knowledge of the principles, tools and techniques for estimating, cost analysis, pricing and negotiation. Primary emphasis will be on the application of the tools and techniques in solving practical problems in the pricing of research, development, production and service contracts.

It describes the specific problems and techniques applicable to the development, analysis, negotiation and justification of each major element of cost including: engineering and manufacturing labor, labor rates, material and subcontracts, other direct costs, forward pricing rates and profit or fee. It covers the projection and analysis of cost for both small contracts, and for large contracts extending over a number of contractor and Government fiscal years.

COURSE OUTLINE

- Pricing Concepts – Distinction Between Costing and Pricing
- Estimating Systems
- Parametric Pricing
- Cost or Pricing Data Requirements
- Anatomy of the Cost Proposal
- Cost – Price – Should Cost Analysis
- Analysis of Engineering Labor
- Analysis of Manufacturing Labor
- Improvement Curves
- Analysis of Labor Rates: Use of Indices
- Analysis of Subcontract and Material Costs
- Analysis of Other Direct Costs
- Analysis of Indirect Costs
- Software Pricing
- Profit and Fee Analysis
- Pricing Services
- Effect of Type of Contract on Price
- Cost Principles and Cost Accounting Standards
- Multiyear Procurement
- Changes and Modifications
- Spare Parts Pricing
- Pricing Data
- Termination Claims
- Design to Cost/Life Cycle Costs
- Documentation Requirements

COURSE MATERIALS

1. "Pricing and Financial Management of Government Contracts and Subcontracts," AGU Press.
2. Study Guide with Detailed Lesson Plans.

PRICE AND COST ANALYSIS

Course No. 620 — 3 Semester Units

This course is designed to provide an understanding of the most advanced concepts of price and cost analysis. It will sharpen and expand the skills of experienced practitioners and provide a solid base of knowledge and practical skills upon which less experienced personnel can build. Equal emphasis is placed on both price and cost analysis. The course demonstrates the distinction between price and cost analysis and when and how each should be used and in what combination. The importance of acquisition planning and market research in pricing will be stressed. The distinction between market pricing and cost based pricing will be emphasized. The relationship and use of price and cost analysis techniques in developing and maintaining partnering agreements will be covered.

COURSE OUTLINE

- Pricing Concepts – Cost – Price – Volume Analysis
- Estimating Methods
- Introduction to Price – Cost Analysis
- Price Analysis Principles
- Preparing for Price Analysis
- Price Related Factors
- Price Analysis Techniques
- Accounting for Price Differences
- Analysis of Direct Costs – Engineering and Manufacturing Labor
- Analysis of Labor Rates
- Analysis of Direct Costs – Material, Subcontracts and Other Direct Costs
- Improvement Curves
- Analysis of Indirect Costs
- Analysis of Software Costs
- Analysis of Service Contracts
- Analysis of Profit – Fee and Cost of Money Rates
- Price/Cost Analysis and Negotiation
- Documenting the Cost/Price Analysis
- Unique Government Requirements

COURSE MATERIALS

1. "Price and Cost Analysis," AGU Press.
2. Study Guide with Detailed Lesson Plans.

APPLICATIONS IN SUPPLY CHAIN MANAGEMENT

Course No. 621 — 3 Semester Units

It is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

In this course you will study advanced topics of the supply chain from the point of view of a general manager. Logistics and supply chain management is all about managing the hand-offs in a supply chain – hand-offs of either information or product. The goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm. Students will apply concepts learned in previous courses as well as real life case analysis throughout this course.

COURSE OUTLINE

- Understanding the Supply Chain
- Supply Chain Performance: Achieving Strategic Fit and Scope
- Supply Chain Drivers and Metrics
- Designing Distribution Networks and Applications to e-Business
- Network Design in the Supply Chain
- Network Design in an Uncertain Environment
- Demand Forecasting in a Supply Chain
- Aggregate Planning in a Supply Chain
- Planning Supply and Demand in a Supply Chain: Managing Predictable Variability
- Managing Economies of Scale in a Supply Chain: Cycle Inventory
- Managing Uncertainty in a Supply Chain
- Determining the Optimal Level of Product Availability
- Transportation in Supply Chain
- Sourcing Decisions in a Supply Chain
- Pricing and Revenue Management in a Supply Chain
- Information Technology in a Supply Chain
- Coordination in a Supply Chain
- Supply Chain Cases
- Application Exercises

COURSE MATERIALS

1. "Supply Chain Management," by Sunil Chopra and Peter Meindl, Prentice Hall.
2. Study Guide with Detailed Lesson Plans.

PROGRAM MANAGEMENT

Course No. 625 — 3 Semester Units

The course is designed to provide a comprehensive knowledge of program/project management. It is based on the program management procedures used by the United States Government and its prime and subcontractors. However, the procedures are applicable in whole or in part to the management of any type or size of research, development, production or construction project.

This course demonstrates how business and technical management systems are integrated into a total management system. It is designed to improve the performance of program/project managers in their present areas of responsibility and to prepare them for increased responsibilities in the future. The course is both concept and content oriented. It covers both the theory and practice of program/project management. It explains what to do, how to do it, and why you do it. It provides instruction in all aspects of program management, including training in the specific functions and tools of the program manager.

COURSE OUTLINE

- The Management Process
- Principles of Program Management
- Program Authority
- Program Organization
- Government Acquisition Management Procedures
- The Statement of Work
- Request for Proposal
- Source Selection
- Marketing
- Proposal Preparation
- Planning the Project
- Work Breakdown Structures – Work Packages – Control Accounts
- Schedule Planning
- Financial Planning
- Work Authorization Process
- Earned Value Management
- Program Administration
- Engineering Management
- System Engineering
- Software Management and Integration
- Technical Performance Measurement
- Interface Management and System Integration
- Configuration Management
- Data Management
- Reliability
- Maintainability
- Integrated Logistics Support
- Human Factors Engineering
- System Safety
- Test and Evaluation
- Quality Assurance, Warranties
- Production Management
- Subcontract Management
- Negotiation
- Program Changes and Revisions
- Contract Law for Program Managers

COURSE MATERIALS

1. "Program Manager's Handbook," AGU Press.
2. Study Guide with Detailed Lesson Plans.

MANAGING PROJECTS

Course No. 627 — 3 Semester Units

Project management is the process whereby a single manager/leader is responsible for planning, organizing, coordinating, directing, monitoring, motivating and controlling the efforts of all functional, staff and project groups in accomplishing the project's objectives. Project management is one of the most complex, demanding management concepts in existence.

The course described below is designed to provide a comprehensive knowledge of project management. It includes in-depth coverage on the various types of project management organization and all of the detailed business and technical management procedures necessary to plan, organize, staff, direct and control any size project in the areas of research, development, production, shipbuilding, services and construction. It is supported by extensive reference material from both Government and industry sources.

COURSE OUTLINE

- Project Management Principles
- Roles and Responsibilities
- Project Authority
- Project Organizations
- Defining Project Scope
- Planning the Project
- Work Organization
- Work Breakdown Structures
- Schedule Planning/Control
- Financial Planning/Control
- Work Authorization Process
- Project Integration
- Project Control Systems
- Project Execution
- Technical Management
- Quality Management
- Changes and Revisions
- Project Leadership and Management
- Human Relations
- Negotiation

COURSE MATERIALS

1. "Project Manager's Handbook," AGU Press.
2. Study Guide with Detailed Lesson Plans.

MASTERING IT PROJECT MANAGEMENT

Course No. 628 — 3 Semester Units

The success of many organizations depends on their ability to manage their information technology (IT) projects. Leading and managing IT projects requires disciplined approaches that utilize standard project management techniques combined with the unique procedures associated with IT projects.

This course covers all the important aspects of managing IT projects - *project initiation - requirements determination - organizing, planning and controlling - risk management - technical management - leadership in an IT environment - project closeout*. It is based on over 30 years of developing and presenting courses in project management. The course incorporates the lessons learned from successful and not so successful projects. The course provides a roadmap for completing IT projects to meet performance specifications on time, within budget, and to the satisfaction of the customer.

Case studies and exercises facilitated by an experienced instructor provide a solid foundation in both the principles and practical applications of IT project management. Participants learn techniques that can be immediately applied in improving their project management processes and outcomes. In addition, this course can help in the preparation for the Project Management Institute's Project Management Professional (PMP) examination and CompTIA's IT Project+ Certification.

COURSE OUTLINE

- Project Management Overview
- Information Technology Projects
- Project Initiation and Definition
- Requirements Determination and Management
- Organizing an IT Project
- Leadership, Management and Communication
- Planning the IT Project
- Defining, Organizing and Assigning Work
- Scheduling and Resourcing the Project
- Project Financial Management
- Risk Management
- Project Execution and Control
- Project Technical Management
- Contracting and Procurement
- Unique Aspects of IT Projects
- Project Closeout

COURSE MATERIALS

1. "Information Technology Project Management," by Kathy Schwalbe, Thomson-Course Technology.
2. Study Guide with Detailed Lesson Plans including Exercises and Cases.

TECHNICAL PROGRAM MANAGEMENT

Course No. 629 — 3 Semester Units

This course is designed to provide a comprehensive knowledge of technical project management. It is a fully integrated program concerning all aspects of technical program planning and control including: engineering management, system engineering, software management, production management, integrated logistics support, and project control. It is based on technical management procedures used by the United States Government and its prime and subcontractors. However, the procedures are applicable in whole, or in part, to the technical management of any type or size of research, development, production or engineered construction project.

Its purpose is to provide a flexible integrated technical project management system which can be scaled to each application, both Government and commercial, and at the same time comply with specific program requirements.

COURSE OUTLINE

- Product Development
- Technical Management
- Project Organization
- System Engineering
- Integrated Product Development/Concurrent Engineering
- The Engineering Process
- Trade-Off Studies
- Risk Analysis and Assessment
- Technical Performance Planning and Measurement
- Design Engineering
- Software Development and Integration
- Selection, Tailoring and Application of Specifications
- Standardization/Parts Control
- Technical Reviews and Audits
- Configuration Management
- Data Management
- Reliability
- Maintainability
- Integrated Logistics Support
- System Safety
- Production Management
- Quality Management
- Test and Evaluation
- Human Factors Engineering
- Personnel and Training
- Changes and Revisions
- Design to Cost/Life Cycle Cost
- Project Control

COURSE MATERIALS

1. "Technical Program Management," AGU Press.
2. Study Guide with Detailed Lesson Plans.

CONTRACT MANAGEMENT AND ADMINISTRATION

Course No. 631 — 3 Semester Units

This course covers the organization, management techniques and areas of application of the contract management/contract administration function. Contract management and administration requires an in-depth knowledge of contract regulations and the ability to use that knowledge and avoid problems during contract performance and to solve them if they occur. The purpose of this course is to provide: (1) a broad appreciation of all contract functions and a thorough understanding of the contract manager's authority and responsibilities; (2) familiarization with the management problems associated with various types of contracts; and (3) training in the various types of skills needed for the anticipation, identification and solution of contract problems, together with the use of effective communication and documentation techniques.

COURSE OUTLINE

- Contract Administration Overview
- Contract Procedures
- Organization for Contract Administration
- Basic Principles of Government Contract Law
- Pre-Proposal and Proposal Effort
- Proposal/Contract Negotiations
- Cost or Pricing Data
- Types of Contracts
- Contract Review and Execution
- Contractor/Customer Interface
- Correspondence, Documentation, Files and Records
- Work Authorization/Release
- Contract Funding, Financing and Payment
- Role of the Government
- Relationship Between Contract and Project Management
- Interface With Other Functions
- Contract Financial, Progress and Production Reporting
- Priorities and Allocations
- Control of Government Property
- Control of Subcontracts
- Contract Preparation and Interpretation
- Changes and Modifications
- Constructive Changes
- Government Delays
- Disputes, Appeals and Claims
- Termination for Convenience
- Termination for Default
- Contract Closeout

COURSE MATERIALS

1. "Federal Acquisition and Contract Management," by Emmett E. Hearn.
2. Study Guide with Detailed Lesson Plans.

CONTRACTING AND PROCUREMENT FOR PROJECT MANAGERS AND TECHNICAL PERSONNEL

Course No. 632 — 3 Semester Units

This course is designed to explain the contracting process to program/project managers, engineering, technical and other functional personnel, and their roles and responsibilities in this process. It is intended to acquaint people who are carrying out the day-to-day contract work with proven methods for meeting quality, cost and schedule requirements in the complex world of contracting and subcontracting.

The course provides: (1) a broad appreciation of the contracting process; (2) familiarization with the management problems associated with various types of contracts; (3) an update on new and revised laws and regulations and management procedures; and (4) training in the various types of skills needed for the anticipation, identification and solution of contract problems, together with the use of effective communication and documentation techniques. The course curriculum is covered in-depth from both the customer's and contractor's viewpoint.

COURSE OUTLINE

- The Contracting Process
- Laws and Regulations
- Methods of Contracting
- Types of Contracts
- Statements of Work
- Requests for Proposals
- Proposal Preparation
- Estimating and Pricing
- Technical/Cost Analysis of Proposals
- Source Selection
- The Contract Instrument
- Terms and Conditions
- Relationship Between Project Management and Other Organizations
- Contract Planning and Control
- Subcontracting
- Contract Changes
- Intellectual Property
- Inspection and Acceptance
- Terminations
- Legal Remedies

COURSE MATERIALS

1. "Contracting and Procurement," AGU Press.
2. Study Guide with Detailed Lesson Plans.

NEGOTIATION – PRINCIPLES AND PRACTICES

Course No. 635 — 3 Semester Units

Negotiation takes place when two or more parties, each with their own objectives, seek to reach a mutually satisfying agreement. Negotiation is not the process of giving in or mutual sacrifice in order to secure an agreement. It is a process used to find a formula which will maximize the interest of all parties to the negotiation. Negotiation takes place in all phases of business. The contracting and purchasing process requires a knowledge of when and how to negotiate statements of work, costs, price, and terms and conditions. Negotiation is of major importance in project/program management since it is one of the main tools of customers, project managers, team leaders and functional managers in planning and controlling the project. Negotiation is used in almost every day-to-day business activity and is vital to the successful completion of any business arrangement.

This course offers a complete approach to the development of the knowledge, attitude and skill required for success in negotiation. The emphasis is on the entire negotiation process, not just on a series of unrelated negotiation tactics. It provides both experienced and inexperienced negotiators with a complete conceptual framework for negotiation so that new experiences are added to and complement previous ones. It also provides a basis for transferring acquired skills and experience to others. The course consists of two basic segments. The first part of the course is primarily a presentation of the principles and practices of negotiation. The second part of the course consists of negotiation practice based on realistic business situations.

COURSE OUTLINE

- Introduction – Why Negotiate
- Human Values and Negotiation
- Verbal Communication Techniques
- Non-Verbal Communication
- Physical Means of Communication
- Personal Qualifications of a Negotiator
- Negotiation Team
- What to Negotiate
- Preparation for Negotiation
- Honesty in Negotiation
- Bargaining Position
- Negotiation Procedures
- Strategy and Tactics
- Techniques of Negotiation
- Fact Finding
- Negotiation
- Bargaining
- Documentation

COURSE MATERIALS

1. "Negotiation – Principles and Practices," AGU Press.
2. Study Guide with Detailed Lesson Plans.

NEGOTIATION FOR PROJECT MANAGERS

Course No. 636 — 3 Semester Units

Project managers exercise their negotiation skills every day. They negotiate with functional and other project managers within their own organization over time, scope, budget, schedules and change orders. Outside the organization they negotiate with customers, vendors, suppliers and subcontractors. Project managers negotiate during every phase of a project from the start-up, during performance, and right through the close-out.

This course provides the project manager the skills required to: negotiate schedules, change orders, estimates and contracts; resolve conflict; negotiate multiparty agreements; and build better teams. Strategy in negotiation is explored and the key role that planning and preparation play in a negotiation is emphasized. The dynamics of communication in negotiation are examined with special attention to the role of power and ethics.

The dynamics of negotiation that involves teams and groups is highlighted. Factors central to all negotiations as well as factors and dimensions strongly shaped by national and cultural style are also presented. Quite often negotiation strategies and tactics do not work the way they are intended to. Conflict resolution tactics are discussed which negotiators can use to help put derailed negotiations on track and keep a conflict from becoming increasingly destructive. Finally, the use of third parties to resolve breakdowns in negotiations is explored.

COURSE OUTLINE

- The Nature of Negotiation
- Negotiation: Framing, Strategizing, and Planning
- Strategy and Tactics of Distributive Bargaining
- Strategy and Tactics of Integrative Negotiation
- Communication, Perception, and Cognitive Biases
- Finding and Using Negotiation Leverage
- Ethics in Negotiation
- The Social Context of Negotiation
- Multiparty Negotiations: Coalitions and Groups
- Individual Differences
- Global Negotiation
- Managing Difficult Negotiations: Individual Approaches
- Managing Difficult Negotiations: Third-Party Approaches

COURSE MATERIALS

1. "Negotiation," by Roy J. Lewicki, David M. Saunders, and Bruce Barry, McGraw-Hill Irwin.
2. "Negotiation – Readings, Exercises, and Cases," by Roy J. Lewicki, David M. Saunders, and Bruce Barry, McGraw-Hill Irwin.
3. Study Guide with Detailed Lesson Plans.

EARNED VALUE MANAGEMENT SYSTEMS

Course No. 647 — 3 Semester Units

The purpose of this course is to provide a step-by-step explanation of how to integrate cost, schedule, technical planning and control into a total management system for achieving program/project objectives. The course relates these planning and control procedures to the developing philosophy of concurrent engineering and integrated product development.

Management must have an effective system for comparing the actual work being accomplished with the planned increments of work, regardless of the time period in which the work is performed and regardless of whether there is a formal customer requirement. This information is necessary in any size project in order to appraise performance against plan and to seek to identify problem areas early enough to examine a number of alternatives other than simply finding additional funding, slipping the delivery schedule or reducing technical performance. This information is also necessary to appraise the impact of proposed changes.

COURSE OUTLINE

- Introduction to Performance Management Systems
- Planning the Program/Project
- Work Breakdown Structures
- Work Packages
- Control Accounts
- Work Teams
- Schedule Planning and Control
- Financial Planning
- Budgeting
- Integrating Technical Performance Measurement
- Forming a Baseline
- Work Authorization
- Measuring Accomplishment
- Use of Metrics
- Accounting
- Analysis of Variances
- Estimates at Completion
- Changes and Revisions
- Baseline Management
- Report Requirements
- Implementing Performance Measurement Systems

COURSE MATERIALS

1. "Earned Value Project Management," by Quentin W. Fleming and Joel M. Koppelman, Project Management Institute.
2. Study Guide with Detailed Lesson Plans.

SOURCE SELECTION AND CONTRACT AWARD

Course No. 651 — 3 Semester Units

Acquisition Reform and Streamlining is making far-reaching changes in the way the government and industry conduct business. There are many new factors to consider in contracting by negotiation, source selection and contract pricing and definitization. These include: (1) performance-based contracting; (2) the use of statements of objectives and contractor-developed statements of work; (3) the use of oral proposals; (4) more flexible source selection approaches for the government; (5) past performance evaluation; and (6) far more emphasis on risk identification and mitigation.

The source selection and contract award process, from the development of a requirement to the issuance of a contract to the best source to fulfill that requirement, is both complex and demanding. Successful contract performance is predicated upon sound procedures. However, these procedures are often not well understood by the participants, both buyers and sellers. This is a completely integrated, well documented course covering the rationale, methods and techniques involved from the development of requirements to final source selection, negotiation and contract award.

This course includes exercises and case examples on statements of objectives, performance requirements and specifications, statements of work, evaluation factors and weights, past performance, risk analysis, cost realism and the use of best value discriminators in making a selection decision.

COURSE OUTLINE

- Overview of the Process
- Development of Requirements
- Acquisition Strategy and Planning
- The Statement of Objectives
- Writing and Responding to the Statement of Work
- Using Specifications and Standards
- Requests for Proposals
- Source Selection Process
- Organizing for Source Selection
- Developing Evaluation Factors and Subfactors
- Written vs. Oral Proposals
- The Evaluation Process
- Technical/Business Evaluations
- Past Performance Evaluation
- Cost to the Customer Determination
- The Selection Process
- Contract Definitization
- Debriefings and Protests

COURSE MATERIALS

1. "Source Selection and Contract Award," AGU Press.
2. Study Guide with Detailed Lesson Plans.

BUSINESS RESEARCH METHODS

Course No. 653 — 3 Semester Units

This course is designed to provide a working knowledge of research methods and analytical techniques as they are used in business and government as tools for implementing a systematic approach to planning policies, programs and projects. It combines in one course the study of research methodology, the planning and design of research, and the management science tools that are used and the nature of decisions to which the research and analysis contribute. Modern decision theory which treats managerial problem solving as the selection of the best solution from a set of alternatives is emphasized. The course is not concerned with abstract statistical concepts but, rather, with the applicable techniques and their use in solving practical business problems.

In addition to providing a working knowledge of research methods and design, the course includes a brief, but thorough description of forty (40) tools of analysis with a description of the technique and its application. None of the techniques require sophisticated mathematical or computer implementation. Emphasis is placed on how the techniques are used and how to implement the results.

COURSE OUTLINE

- What is Research?
- Nature of Scientific Method
- Research Design
- Nature of Measurement
- Nature of Sampling
- Secondary Data Sources
- Survey Instrument Design
- Scaling
- Data Collection – Field Procedures
- Experimentation and Simulation
- Elements of Analysis
- Statistical Analysis
- Research Communication
- Research Problems
- Management Science Techniques

COURSE MATERIALS

1. "Business Research Methods," by Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

MANAGEMENT ACCOUNTING AND CONTROL

Course No. 657 — 3 Semester Units

This course is designed as a broad based course to provide managers with a conceptual framework in accounting and an understanding of the reporting, control, and analytical environment in which the accountant functions, and the interrelationship between accounting, financial management and general management.

The course deals with accounting concepts – development of financial statements – cash flow analyses – cost accounting, capital budgeting – management control systems – financial accounting practices – tax accounting – accounting for inflation – and foreign operations.

The objective is to provide students with an understanding of the specific issues and the accounting concepts which underlie corporate financial planning. It will provide the student with an understanding of the role of accounting in controlling current operations and in planning future operations.

COURSE OUTLINE

- Accounting: The Language of Business
- Changes in Financial Position
- Measuring Business Income and Completing the Accounting Cycle
- Accounting and Merchandising Activities
- Forms of Business Organization
- Accounting Systems, Internal Control, and Audits
- Financial Statement Analysis and the Statement of Cash Flows
- Financial Assets
- Inventories and the Cost of Goods Sold
- Plant Assets and Depreciation
- Liabilities Common to Most Business Organizations
- Accounting Concepts, Professional Judgment, and Ethical Conduct
- Corporations: Organization and Stockholders' Equity
- Reporting Unusual Events and Special Equity Transactions
- Special Types of Liabilities
- Measuring Cash Flows
- Income Taxes and Business Decisions
- Managerial Accounting
- Accounting for Manufacturing Operations
- Measuring Unit Costs
- Controlling Costs
- Cost-Volume-Profit Analysis
- Incremental Analysis and Decision Making
- Measuring and Evaluating Segment Performance
- Operational and Capital Budgeting

COURSE MATERIALS

1. "Fundamental Financial & Managerial Accounting Concepts," by Edmonds, Edmonds, Olds, McNair, Tsay, Schneider, and Milam, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCES

Course No. 659 — 3 Semester Units

This course is based on the modern philosophies, research and practice concerning individual, interpersonal and organizational behavior. The course focuses on leadership techniques and on understanding and managing the behavior of individuals and groups, the human resources through which the manager gets things done; and on the organization design tools the manager can use to solve the series of major and recurring problems that occur in complex organizational life.

The course objectives are to provide the student with the skills to manage individual, interpersonal and group behavior, to develop the ability to diagram the causes of human problems in the work environment, and to develop judgmental skill in taking action to improve the motivation, effectiveness and satisfaction of working groups and individuals. The course considers a wide array of tools such as structural change, measurement systems, reward systems and educational methods for solving organizational problems.

COURSE OUTLINE

- Fundamentals of Organizational Behavior
- Effective Use of Human Resources
- Individuals in Organizations
- Motivation
- Group Behavior
- The Role of Conflict
- Two Approaches to Leadership
- Situational Leadership
- Organization Structure
- Jobs as Organized Units
- The Organization/Environment Interface
- Dealing With Stress
- Change Management
- Performance Evaluation
- Reward Systems
- Communication
- Decision-Making
- Organizational Development
- Organizational Development Tools
- Integrative Look at Organizational Behavior

COURSE MATERIALS

1. "Organizational Behavior," by Steven McShane and Mary Ann Von Glinow, McGraw Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

FINANCIAL MANAGEMENT

Course No. 661 — 3 Semester Units

Virtually all the activities of business firms and other organizations are reflected in, and affected by, the availability of funds. Finance provides one of the major tools for managerial planning and control. This course provides a wide exposure to the financial issues useful to general management. It offers the student an in-depth study of business finance, investment, and money and capital markets. Specific skills designed to aid in these decisions are developed and utilized in analysis of actual business problems. Students will master the principles of money and credit, acquire a knowledge of financial institutions, instruments and policies, attain skills in recognizing and solving financial problems, and develop their skills in analyzing the risk and financial returns in specific situations.

COURSE OUTLINE

- Introduction
- Financial Analysis
- Financial Forecasting
- Operating and Financial Leverage
- Working Capital and the Financing Division
- Current Asset Management
- Sources of Short-Term Financing
- The Time Value of Money
- Valuation and Rates of Return
- Cost of Capital
- The Capital Budgeting Decision
- Risk and Capital
- Budgeting
- Capital Assets
- Investment Banking: Public and Private Placement
- Long-Term Debt and Lease Financing
- Common and Preferred Stock Financing
- Dividend Policy and Retained Earnings
- Convertibles and Warrants
- External Growth Through Mergers
- International Financial Management

COURSE MATERIALS

1. "Foundations of Financial Management," by Stanley B. Block and Geoffrey A. Hirt, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

MANAGEMENT ECONOMICS

Course No. 663 — 3 Semester Units

Management economics concerns itself with the application of micro and macroeconomic principles to the organization and conduct of a business enterprise. It provides an understanding of the economic concepts, institutions, and methods for analysis of the firm, the nation and the world. Its principal purpose is to indicate how economic analysis can be utilized to illuminate the process of management decision making and to help improve the quality of those decisions.

The course is designed to provide techniques for analyzing the firm's immediate economic environment including the nature of industry demand and supply, the interrelationship between the firm's production and cost functions and the pricing decision, the effect of market structure on the behavior of competitors, and an understanding of the characteristics, limitations, and uses of economic information available to the firm from public and private sources. It is designed to illustrate the major tools, concepts, and institutions of economic thought and their application to the making of business decisions and the formulation of policies.

COURSE OUTLINE

- Economics
- Demand and Supply
- The Price System
- Demand and Supply Elasticity
- Businesses and Their Costs
- The Firm in Competition
- Monopoly
- The Supply and Demand for Labor
- Rent, Interests and Profits
- The Distribution of Income and Wealth
- Business Fluctuations, Unemployment and Inflation
- National Income Accounting
- Consumption, Saving and Investment
- Income and Employment
- Fiscal Policy
- Money and Banking
- The Process of Money Creation
- The Federal Reserve and Monetary Policy
- Money, Stabilization and Inflation
- The Role of the Government
- International Trade
- Exchange Rates and the Balance of Payments
- Conservation and Energy
- Population Economics
- Comparative Economic Systems

COURSE MATERIALS

1. "The Economy Today," by Bradley R. Schiller, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

STRATEGY AND BUSINESS POLICY

Course No. 665 — 3 Semester Units

The course in Strategy and Business Policy emphasizes the acquisition of a senior management perspective. It deals with the skills, attributes and attitudes required for the effective performance of the general manager function. It is a major integrating course designed to pull together skills gained in the basic business disciplines and functional fields. It focuses on the enterprise as an entity and the general manager working within a corporate environment. The course covers the manager's function – strategy formulation and implementation – corporate planning and control – organizational analysis – comparative management – entrepreneurship and venture initiation – small business management – and the impact of competitive forces and government regulations.

The objectives are to: (1) increase the student's understanding of the role of the general manager in determining corporate objectives, in formulating corporate strategy and fashioning a corporate structure appropriate to the implementation of corporate strategy; (2) provide an understanding of the use of resources to attain corporate objectives; and (3) recognize the key values of senior executives which establish the firm's objectives, policies and methods.

COURSE OUTLINE

- What is Strategy and Why Is It Important?
- The Managerial Process of Crafting and Executing Strategy
- Evaluating a Company's External Environment
- Analyzing a Company's Resources and Competitive Position
- The Five Generic Competitive Strategies: Which One to Employ?
- Supplementing the Chosen Competitive Strategy: Other Important Strategy Choices
- Competing in Foreign Markets
- Tailoring Strategy to Fit Specific Industry and Company Situations
- Diversification: Strategies for Managing a Group of Businesses
- Strategy, Ethics, and Social Responsibility
- Building an Organization Capable of Good Strategy Execution
- Managing Internal Operations: Actions That Facilitate Strategy
- Corporate Culture and Leadership: Keys to Good Strategy Execution
- Crafting Strategy in Single-Business Companies
- Crafting Strategy in Diversified Companies
- Executing Strategy and Strategic Leadership
- Strategy, Ethics, and Social Responsibility

COURSE MATERIALS

1. "Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases," by A.J. Strickland III, John E. Gamble, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

BUILDING AND LEADING PROJECT TEAMS

Course No. 671 — 3 Semester Units

Project management takes place in a dynamic, complex and changing environment. Successful project management depends on the people and process skills of a project manager, the project team, and the performing organization managers who support the project. These skills must be integrated with the business and technical skills necessary to lead any successful project and achieve the cost, schedule and technical objectives with maximum customer satisfaction.

The purpose of this course is to provide project participants an understanding of: (1) management functions; (2) leadership styles and followship techniques; (3) organizational structures and how project management fits into an organizational culture; (4) the relationship between organizational formats, authority and power; (5) the organization, building and maintenance of teams; (6) techniques to motivate, mentor, measure performance and coach; (7) how to effectively use the negotiation and conflict management processes; (8) how to handle risk and change; and (9) the philosophy, principles and practice of continuous improvement. The course will be conducted using a combination of lecture, class discussion, case studies and group activities.

COURSE OUTLINE

- Project Life Cycles
- Organizing for Projects
- Role of the Project Manager
- Leadership and Followship
- Management Principles and Functions
- Power and Authority of the Project Manager
- Project Teams
- Organizing the Teams
- Team Building
- Motivation – Individual, Group and Organizational
- Interpersonal Skills and Relationships
- Communications – Models and Methods
- Coaching and Mentoring
- Conflict Management
- Negotiation – Processes and Techniques
- Continuous Process Improvement
- Problem Solving – Steps
- Decision Making
- Performance Measurement
- Enhancing Performance and Productivity
- Time Management
- Managing Risk
- Managing Change
- Leading International Project Teams

COURSE MATERIALS

1. "Building and Managing Project Teams," AGU Press;
2. "Human Aspects of Project Management," 3 Volumes, Project Management Institute.
3. Study Guide with Detailed Lesson Plans.

RISK ANALYSIS AND MANAGEMENT

Course No. 679 — 3 Semester Units

Risk management is a concept that can be implemented in a number of ways. All good risk management approaches have the following characteristics: (1) There is a planned and documented risk management process for the project or program; (2) The process is based on a prospective assessment – the project management team looks ahead to find and manage possible problems; (3) The initial assessment is periodically redone to validate the initial findings and to uncover new problem areas; (4) The program has a defined set of evaluation criteria that covers all facets of the program; and (5) The on-going results of the risk management process are formally documented. This course covers all aspects of risk management – risk identification – risk assessment – risk handling – and risk communication. A series of qualitative and quantitative tools are explained and illustrated with examples and workshop exercises. The emphasis is on developing usable processes and tools that can be immediately put to work by all members of a project management team.

COURSE OUTLINE

- Definition of Risk
- Characteristics of Risk
- Risk vs. Uncertainty
- Risk Sources – Cost, Schedule, Technical, Programmatic, Legal
- Risk Management Process – Planning, Identification, Assessment, Handling
- Use of Risk Analysis in Projects
- Cultural Attitudes Toward Risk
- Gathering Information on Risk
- Qualitative Analysis Methods
- Quantitative Analysis Methods
- Risk Management in Implementation
- Cost Risk Analysis
- Schedule Risk Analysis
- Technical/Performance Risk Analysis
- Software Risk Analysis
- Managing Risk – Handling, Avoidance, Transfer, Control, Assumption, Monitoring
- Integrated Cost, Schedule and Technical Risk Analysis
- Communicating and Reporting on Risk
- Risk Analysis in Other Applications
- Software Tools for Risk Analysis
- Program/Project Risk Management

COURSE MATERIALS

1. "Identifying and Managing Project Risk," by Tom Kendrick, Amacom.
2. "Risk Management: Tricks of the Trade for Project Managers," by Rita Mulcahy, PMP, RMC Publications, Inc.
3. Study Guide and Detailed Lesson Plans.

PROJECT QUALITY MANAGEMENT

Course No. 687 — 3 Semester Units

Quality is defined from many viewpoints. One definition is the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs. Another definition of quality is meeting or exceeding customer expectations. Quality management is the integration of technical and management quality principles, practices, processes and procedures to enable each person in an organization to provide quality products and services, deliver value and contribute to the organization's success.

In a project or program, the responsibility and leadership for creating an effective quality design and delivery belongs to the project or program manager. The PM must demonstrate to the project team a commitment to quality by communicating goals, making process effectiveness a clear project/program management issue and by the commitment of resources, so that the project team views quality as a priority.

This course provides project management professionals with a comprehensive approach to the tools, techniques, and leadership and management activities that affect, both directly and indirectly, quality throughout a project or program's life cycle.

COURSE OUTLINE

- Introduction and Definition of Quality
- The History and Importance of Quality
- Insight Into the Relationship Between Quality and Design, and Planning Cost
- Quality in Manufacturing and Service Systems
- Quality Management Philosophies
- Managing for Quality and High Performance
- Focusing on Customers
- Leadership and Strategic Planning
- Human Resource Development and Management
- Process Management
- Measurement and Strategic Information Management
- Building and Sustaining Total Quality Organizations and Projects
- Quality Assurance
- Fundamentals of Statistical Process Control
- Additional Topics in Statistical Process Control
- Useful Tools and Techniques for Projects and Programs

COURSE MATERIALS

1. "Managing for Quality and Performance Excellence," by James R. Evans and William M. Lindsay, Thomson South-Western.
2. "Managing Project Quality," by Timothy J. Kloppenborg and Joseph A. Petrick, Management Concepts.
3. Study Guide with Detailed Lesson Plans.

MANAGEMENT INFORMATION SYSTEMS

Course No. 695 — 3 Semester Units

This course is based on the premise that professional managers in both the private and public sectors cannot afford to ignore information systems. Professional managers must learn how to use information technology to create competitive firms, manage global corporations, and provide useful products and services to customers.

This course covers how to: (1) use information systems; (2) use information technology to design competitive and efficient organizations; (3) understand the business and system requirements of a global environment; (4) use information systems to ensure quality throughout the firm; (5) participate in the design of a firm's information architecture and systems; (6) manage the procurement of a variety of information technologies; (7) choose among alternative telecommunications options; (8) manage and control the influence of systems on employees and customers; (9) allocate resources to competing system alternatives; (10) suggest new uses for systems; and (11) understand the ethical dilemmas and controversies that surround the use of advanced information systems.

COURSE OUTLINE

- The Information Age in Which You Live
- Computer Hardware and Software
- Strategic and Competitive Opportunities
- The World Wide Web and the Internet
- Databases and Data Warehouses
- Designing Databases and Entity-Relationship Diagramming
- Decision Support and Artificial Intelligence
- Decision Analysis with Spreadsheet Software
- Electronic Commerce
- Network Basics
- Systems Development
- Building a Web Page with HTML
- IT Infrastructures
- Object-Oriented Technologies
- Protecting People and Information
- Computer Crime and Forensics
- Emerging Trends and Technologies
- Building an E-Portfolio
- Implementing a Database with Microsoft Access

COURSE MATERIALS

1. "Management Information Systems for the Information Age," by Stephen Haag and Maeve Cummings, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.









University Resources

FACILITIES

The University's programs are national and international in scope, with a centralized faculty in the "open university" tradition. The faculty develops the curriculum, conducts the distance education programs and prepares and grades examinations.

The University is housed in extensive facilities which include editorial and administrative offices, library, graphics, printing and mailing.

BOARD OF ADVISORS

The members of the Board represent industry, Government, higher education, and the University. The makeup of the Board permits a broad based representation designed to take into account all areas of interest in the University's program.

The function of the Board of Advisors is to, in conjunction with the President of the University, review the educational philosophy and objectives of the University, and review and comment on the University's education program.

FACULTY

The faculty, combined with excellence in subject matter and innovative teaching techniques is the key element in the success of a graduate business program. The faculty must relate with experienced executives at all levels and be experts in their own fields. This requires that the instructor be a

competent teacher and have extensive business and consulting experience in addition to the conventional academic credentials.

The faculty of the University has had extensive practical and research experience in the broad areas associated with their respective fields. They are supplemented, where necessary, by a carefully selected, outstanding adjunct faculty from both private business and Government.

The major criteria in selecting faculty members are: mastery of knowledge in their specific specialty; the ability to integrate theory and practice; demonstrated skill in teaching; and their ability and willingness to use the innovative teaching techniques of the University, particularly their ability to organize and document their course material so that students are provided with Lesson Plans, Textbooks, Notes, Supplementary Readings, Cases and Exercises to facilitate the learning process.

DISSEMINATION RESEARCH

The University has an ongoing dissemination research program to make available to its students, industry and government the vast amount of research that is conducted in the business management, program management and acquisition areas by the Federal Government and private institutions and companies. It collects, organizes, stores and disseminates information on acquisition functions, including



procurement, marketing, finance, law, engineering, manufacturing, contracts, logistics and program management. The library staff assists students in locating additional resources.

The principal method of disseminating information relating to the current body of knowledge in the field is through courses and textbooks, which are revised regularly.

AGU PRESS

The University conducts an extensive publishing operation. It publishes the most complete information on all aspects of project/program management and acquisition. This assures that all instructors become immediately aware of changes that affect any part of the courses. This also assures that course materials are constantly revised and improved.

AGU Press also publishes a large number of textbooks, student handbooks, and other course materials used in the University's program.

STUDENT SERVICES

The University offers student services consisting of academic advisement and counseling. This advisement consists of course requirement reviews, course scheduling, and answering requests for student assistance. Placement assistance is not offered.

ON-LINE LIBRARY SERVICES

American Graduate University is a member of the Library and Information Resources Network (LIRN). LIRN provides a core library collection with access to:

- **Gale/InfoTrac:** Business and Company Resource Center with PROMT and Newsletters, Computer Database, Custom Newspapers (contains full text articles from 128 newspapers), Expanded Academic ASAP, Gale Virtual Reference Library, General Business File ASAP, Health and Wellness Resource Center and Alternative Health Module, Health Reference Center Academic, InfoTrac LegalTrac, InfoTrac OneFile, Literature Resource Center, Newsletters ASAP, Opposing Viewpoints Resource Center, and the Student Resource Center-Gold.
- **ProQuest:** ABI/INFORM Dateline, ABI/INFORM Global, ABI/INFORM Trade & Industry, National Newspaper Abstracts, ProQuest Psychology Journals, and ProQuest Research Library (with 15 subject modules).
- **eLibrary:** Selected periodicals, reference books, maps, pictures, newspapers from around the world, and transcripts of news and public affairs broadcasts.
- **Bowker:** Books in Print

Access is 24 hours per day, 7 days a week.



Faculty, Officers, Administrators, and Staff

The faculty, combined with excellence in subject matter and innovative teaching techniques, is the key element in the success of the University's programs. The faculty has had extensive practical, research and teaching experience in the broad areas associated with acquisition management, project/program management, supply management and business management. The major criteria in selecting faculty members are mastery of knowledge in their specific specialty; appropriate academic background; the ability to integrate theory and practice and demonstrated skill in teaching. The faculty includes:

Clark Adams, B.S.L., J.D.

Former Assistant Director, International Division,
General Accounting Office

Laurie Brown, B.S., M.P.M.

Mgr. System Engineering and Analysis,
Teledyne Brown Engineering

Toby R. Gouker, B.S., M.B.A., Ph.D.

Vice President, Education and Professional
Development, Regulatory Affairs
Professional Society

David Hulett, A.B., Ph.D.

Hulett & Associates

Michael J. Kingston, B.S., M.P.M.

Logistics Officer, U.S. Navy

Paul R. McDonald, M.B.A.

Vice President, American Graduate University

Gene Murabito, M.B.A.

Business Solutions, Inc.

Christi O'Leary, B.S., M.A.M.

Strategic Business Broker, Eglin Air Force Base

Nicolas A. Pologeorgis, B.A., M.B.A., Ph.D.

Principal, Center for Assessment
and Accreditation

Bill Ryan, B.S., M.B.A.

President, Ryan Marketing Group

Marie J. Sirney, B.A., M.L.S.

Vice President, American Graduate University

James F. Southerland, B.S., M.S.

Principal, Contracts Advisory Service

Earl Sprague, M.S., M.B.A., PMP

Business Consultant

Andrew Truong, M.B.A., Ed.D.

Assistant Professor, La Sierra University

Keith Wade, B.A., M.B.A., Ph.D (pending)

Consultant

Philip A. Weiner, B.A., J.D.

President, Phineas Corp.

John Wyatt, J.D.

Professor, California State Polytechnic University

Board of Governors – Paul McDonald, Marie Sirney, Marion T. McDonald

Administrators – Paul McDonald, *President*; Marie Sirney, *Executive Vice President*

Staff – Linda Olsen, *Registrar*; Sheryl Ryan, *Director of Editorial Operations*; Sherri Angster, *Director of Student Services*; Rachel Lopez, *Student Support Specialist*; Neil Griffin, *Director of Marketing*





Administration and Registration

REQUIREMENTS FOR ADMISSION TO DEGREE PROGRAMS

Applicants for admission in the Degree programs must hold a Bachelor's degree from an educational institution accredited by an accrediting association recognized by the U.S. Department of Education. Three years of work experience in a field related to the degree objective is recommended, but not required. Students without three years of work experience will be required to begin the program with the introductory course for their degree program.

The American Graduate University admits students of any race, color, religion, sex, age, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to the students of the University. It does not discriminate on the basis of race, color, religion, sex, age, marital status, national and ethnic origin in administration of its educational policies, admission policies, and other school administered programs.

REQUIREMENTS FOR COMPLETION OF DEGREE PROGRAMS

To receive the degree, the student must meet the following requirements:

1. Successfully complete the courses required for the degree program within seven (7) years.
2. Pass a written comprehensive examination covering the major areas studied. This examination will be based on objective questions, short answer questions, exercises, and case problems which require the student to demonstrate his or her ability to use the principles taught in the program. If approved by the University administration, the student may complete a project in place of the examination. The project requires students to combine their academic with their life and business experience and successfully develop and implement a new effort in a real business situation.
3. Recipients of the degree must have a minimum of three (3) years of work experience. Persons without the required experience may complete the necessary course work; however, the award of the degree will be withheld until the experience requirements are met.

APPLICATION INSTRUCTIONS FOR ADMISSION

An application may be found on the AGU website at www.agu.edu. You must submit the following to the AGU Admissions Office by e-mail, fax or postal mail.

- A completed Application for admission. You may apply online or download an application and mail the completed application and \$50 application fee to American Graduate University, 733 N. Dodsworth Ave., Covina, CA 91724. If you enroll in a course and withdraw from that course within the initial ten (10) day drop period this fee will be refunded in accordance with the AGU refund policy. Please see page 62 of this catalog.
- An Official Transcript from the college or university from which you received your diploma. To be considered official, transcripts must come directly from the institution.

INTERNATIONAL STUDENTS

An applicant who has completed university-level courses in a foreign country comparable to course credits in the American university system must have their educational credentials evaluated and sent to American Graduate University. Two credible providers of credential evaluations are [World Education Services \(WES\)](#) and [International Education Research Foundation \(IERF\)](#). Evaluations from other credible sources will be accepted.

Applicants with previous education in a foreign country, who do not reside in the United States, the United Kingdom, Canada, Australia or New Zealand, must demonstrate English language proficiency. A minimum score of 500 on the Test of English as a Foreign Language (TOEFL) is required for admission (www.toefl.org).

ADVANCED STANDING OR TRANSFER CREDIT

Students may secure recognition for work done in other recognized public, private, or Government educational institutions. Approval for specific

courses will be established individually on the basis of the breadth, scope, organization, and quality of work offered in relationship to the courses required by the American Graduate University. Under California Law, no more than six semester units (two courses) will be accepted for advanced standing in the degree programs. Provisions are made for challenging a maximum of two additional courses. Requests for advanced standing must be accompanied by objective evidence of the quality of courses offered, including (1) name of sponsoring organization, (2) text material used, (3) course outline, (4) proof that the student has taken the course, and (5) grade attained.

The *Defense Acquisition University (DAU)* and the *American Graduate University (AGU)* have formed a strategic partnership for the establishment of cooperative graduate degree and professional certificate programs. Through this partnership with DAU, DOD personnel who have earned a Level 1, 2, or 3 certification in one of DOD's Acquisition, Technology & Logistics (AT&L) workforce career fields, may apply DAU courses toward graduate degree or joint certificate programs.

Applicants to the degree or certificate programs may receive up to six units of advanced standing based on completion of prior DAU courses. Applicants to the degree programs may be able to challenge for an additional six units based on transcript evaluation and AGU's established challenge process. Students who wish to apply DAU courses should provide a DAU transcript with their application.

Although the transfer work will be reviewed and preliminary determinations made as to the number of courses approved for advanced standing, final approval will not be granted until the student has satisfactorily completed a minimum of three courses offered by the University.

EXAMINATIONS

Examinations for all courses are conducted through distance education, with the papers being

graded by the faculty of the University. However, there are “proctoring” requirements for certain exams, and these can be arranged through the student’s local library, human resources department, or education and training office.

GRADING SYSTEM

The University uses a “numerical” grading system based on the demonstrated performance of prescribed work, including tests, exercises, and case study reports as required for the particular course. Minimum passing scores for all subject and final examinations are 80%. This type of grading system is considered most appropriate for the mature adult student for whom the programs are offered.

COURSE ENROLLMENT

A newly accepted student at AGU must enroll in their first class within 90 days of acceptance. A student is subject to dismissal from the University for Unsatisfactory Academic Progress if they do not meet this deadline.

Students may enroll in distance education courses at any time. It is not necessary to be enrolled in the degree or certificate programs to register and participate in any of the individual courses conducted by American Graduate University.

ADD/DROP – NON-VA STUDENTS

Students may add an available course at any time.

Students may drop a course without penalty up to ten working days after receipt of course materials.

Students who reach the completion date without the submission of any course work and have not submitted a written request for an extension will receive a grade of “I” (Incomplete).

PAYMENT OF TUITION

Current fee schedules for distance education courses are listed on the AGU website at www.agu.edu. Students pay only for individual courses and fees are payable upon registration. No long term contracts or commitments are



required. Degree students must sign an enrollment agreement indicating their knowledge and acceptance of payment and refund provisions.

Comprehensive Examination/Project Fees – A \$100.00 fee is assessed for review and grading of a program comprehensive examination or student project.

VETERANS ADMINISTRATION (VA) BENEFITS

Students must first be accepted as an AGU degree or certificate candidate before the University can certify course enrollments. Course tuition must be paid upon registration, after which the VA office reimburses the student directly by sending a check or direct deposit.

Contact the Department of Veterans Affairs online at <http://www.GIBill.va.gov> (or toll-free at 1-888-442-4551) for eligibility and to request any necessary forms.

The following table equates AGU semester hours with VA benefit levels:

6 semester hours (2 courses)	Full-Time
3 semester hours (1 course)	Half-Time

VA students must complete their coursework within 5 months of the course start date.

Academic Progress – VA students must maintain satisfactory progress by completing a certain number of Course Lessons in each one month period of their term and complete all coursework within 5 months of their course start date.

Any VA student with two Course Incompletes on their Student Record will not be certified for additional courses until their Course Incompletes are cleared.

REFUND POLICY

The student has a right to a full refund of all charges (including application fee) upon request up to ten working days after receipt of the course materials. After that time, the student has the right to a refund less the amount of \$100.00 for the registration fee.

After the official drop period of ten working days, the student may withdraw from a course after instruction has started and receive a pro rata refund for the unused portion of the tuition and other refundable charges if the student has completed 60% or less of the instruction. For example, if the student completes only 30 hours of a 90-hour course and paid \$750.00 tuition; after subtracting the \$100.00 registration fee, the student would receive a potential refund of \$433.00.

$$\begin{array}{l} \$650.00 \\ \text{(Tuition Minus x} \\ \text{Reg. Fee)} \end{array} \times \begin{array}{l} 60 \text{ clock hours of instruction} \\ \text{paid for but not received} \\ 90 \text{ clock hours of instruction} \\ \text{for which student has paid} \end{array} = \$433.00$$

NOTE: The State of California requires that the refund policy be expressed in clock hours of instruction, as above. An example of the policy expressed for distance education lessons completed would be: if the student completes only 10 lessons of a 30-lesson course and paid \$750.00 tuition; after subtracting the \$100.00 registration fee, the student would receive a potential refund of \$433.00.

$$\begin{array}{l} \$650.00 \\ \text{(Tuition Minus x} \\ \text{Reg. Fee)} \end{array} \times \begin{array}{l} 20 \text{ lessons} \\ \text{paid for but not completed} \\ 30 \text{ lessons} \\ \text{for which student has paid} \end{array} = \$433.00$$

If the school cancels or discontinues a course or educational program, the school will make a full refund of all charges. Refunds will be paid within 30 days of cancellation or withdrawal.

STUDENT TUITION RECOVERY FUND

The Bureau for Private, Postsecondary and Vocational Education, California Department of Consumer Affairs, 400 "R" Street, Suite 3000, Sacramento, California 95814, (916) 445-3428, has established a Student Tuition Recovery Fund for the purpose of relieving or mitigating prepaid tuition losses suffered by any California resident due to a school closure or failure to pay refunds, charges, or federal loans.

To be eligible for STRF, you must be a California resident and reside in California at the time the enrollment agreement is signed or when you receive lessons at a California mailing address from an approved institution offering correspondence instruction. Students who are temporarily residing in California for the sole purpose of pursuing an education, specifically those who hold student visas, are not considered a California resident.

To qualify for STRF reimbursement you must file a STRF application within one year of receiving notice from the Bureau that the school is closed. If you do not receive notice from the Bureau, you have 4 years from the date of closure to file a STRF application. If a judgment is obtained you must file a STRF application within two years of the final judgment. It is important that you keep copies of the enrollment agreement, financial aid papers, receipts or any other information that documents the monies paid to the school.

ACADEMIC PROGRESS – NON-VA STUDENTS

Courses – Students have five months from the date of receipt of course materials to complete a course. The completion deadline will be cited in the Student Enrollment Agreement.

If a student registers for more than one course, the student must indicate a start date on the Student Enrollment Agreement for each course. The five-month completion period is measured from the start date indicated by the student or when the first lesson is submitted, whichever date comes first.

Prior to the course completion date, students may request, in writing, a 30-day extension of this deadline. There will be no charge for this extension.

A student may request in writing a second extension from AGU. The decision to grant or deny a second extension and the length of that extension is made on a case-by-case basis. The student may be required to purchase new course materials if they have been updated or changed since the course was originally acquired by the student.

If the completion deadline for an individual course is reached and an extension has not been requested or has been requested but denied, the student will receive a grade of "I" or incomplete for that course. A grade of incomplete automatically becomes an "F" if the course is not completed within 13 months of the original end date and the student has not received approval for an extension or leave of absence. The student then has the option of requesting re-enrollment. Re-enrollment fees will be determined based on the following factors: length of inactivity, possible new instructor, or new textbook edition with subsequent revision of course study guide.

An Incomplete does not impact a student's Grade Point Average (GPA).

Degree Program – Students enrolled in a Degree program must complete the program within seven years.

Annual Academic Progress – Students must show regular progress toward completion of their degree or certificate program. Students not showing any academic progress for a period of one year are subject to dismissal from the University.

Condition For Re-enrollment – Re-enrollment or re-entrance will be approved only after evidence is shown to the University's satisfaction that conditions which caused the interruption for unsatisfactory progress has been rectified.

Requesting Waivers To Academic Progress Policies – Please note that the common factor in each of these situations is communication between the student and the administration of AGU. AGU understands that its students are working adults with multiple competing priorities and responsibilities. AGU wants its students to succeed and to graduate, and will work to accommodate each student's situation. For example, in the past, extensions have been granted and fees waived for military personnel who have been called to active duty. However, the responsibility for initiating these communications is the student's responsibility.

Requests for exceptions to AGU policies should be directed to the Vice President of Academic Affairs, AGU, 733 North Dodsworth Avenue, Covina, California 91724.

PROBATION AND DISMISSAL

Probation – If a student receives a failing grade (less than 80%) in two courses, they are placed on academic probation. The student may take only one additional course while clearing the failing grades on the two courses. If a student does not clear the probation within one calendar year, they will be subject to dismissal from AGU.

Dismissal – A newly accepted student who does not enroll in their first course within 90 days of acceptance is subject to dismissal from the University for Unsatisfactory Academic Progress if they do not meet the deadline.



If a student has been dismissed from AGU based on academic probation or unsatisfactory progress, the student may petition the University for readmission.

Any decision to dismiss a student may be appealed to the President of the University.

SCHOOL CALENDAR

The American Graduate University operates under a continuous enrollment policy. As such, students may enroll in distance education courses at any time.

Office hours are Monday through Friday, 8:30 a.m. to 4:30 p.m. (Pacific Standard Time). The University offices will be closed on the following days in 2009: May 25, July 3, September 7, November 26-27, and December 24 through January 3, 2010.

STUDENT'S RIGHTS AND RESPONSIBILITIES

As a student of AGU you are guaranteed all of the rights, privileges, and freedom granted to every U.S. citizen. However, with these rights come responsibilities; you are expected to abide by all Federal, State, and local laws. Violation of these laws will be subject to disciplinary action by the

University and may be referred to the appropriate authorities.

By enrolling at AGU, you agree to abide by the University's student conduct regulations. The regulations were adopted to ensure that AGU is able to maintain an atmosphere conducive to learning and growth. These regulations were not made to deny any of the rights guaranteed as a citizen. A copy of the regulations is furnished to each degree student upon acceptance.

Student complaints should be addressed to the Vice President of Academic Affairs, American Graduate University, 733 North Dodsworth Avenue, Covina, California 91724.

ACADEMIC INTEGRITY

AGU expects its students to act with honesty and integrity in completing their course and program work. Distance learning requires a high level of self-discipline with regard to academic integrity. All work submitted by a student must represent the original work of that student. Students found to have cheated or committed plagiarism may be suspended or dismissed from the University.

STUDENT RECORDS

A complete student file is maintained on each degree student at the University's offices in Covina, California. In accordance with the California Education Code, records must be maintained for a minimum period of five years. Students who wish a copy of their transcript must make the request in writing and pay a fee of \$5.00. Requests should be sent to the University Registrar.



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