



AMERICAN
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UNIVERSITY

Master's Certificate In Business Management

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

Program Objectives

This Master's Certificate program strengthens your aptitude in all the fundamental areas of business, from risk-assessment and decision-making, to organizational behavior and economics.

Requirements

To earn your Master's Certificate in Business Management you must accrue 18 credits. It's required that you take two required courses (602 and 657). In addition to those, you may choose any four of eight electives. You are required to pass a comprehensive final examination. (There are no exam fees.)

Curriculum Path

Start By Taking the Required Courses . . .

Essentials of Management
Course 602

Management Accounting and Control
Course 657

Then Take Any Four of the Following Courses . . .

Organizational Behavior and Human Resources
Course 659

Financial Management
Course 661

Business Research Methods
Course 653

Managing Projects
Course 627

Negotiation for Project Managers
Course 636

Management Economics
Course 663

Risk Analysis and Management
Course 679

Once you Complete . . . All Coursework and Examinations
Receive Your Master's Certificate

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Essentials of Management (602)

Tuition: \$750 Credits: 3

Because government and business organizations are being challenged more than ever before to develop new resources and markets, 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 function of a manager is essentially the same. The manager/leader must be able to create vision, develop tactics, recruit and develop top-level talent, make decisions and communicate inside and outside the organization. In order to do this you must have the knowledge and ability to use today's most effective management techniques. Course 602 presents the operational theory of management and furnishes 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 you with a well structured and varied knowledge of management disciplines.

Subject covered include:

Managing; The External Environment; Managerial Decision Making; Planning and Strategic Management; Ethics and Corporate Responsibility; International Management; New Ventures; Organization Structure; The Responsive Organization; Human Resource Management; Managing the Diverse Workforce; Leadership; Motivating for Performance; Managing Teams; Communicating; Managerial Control; Managing Technology and Innovation; Creating and Managing Change.

Increase Your Understanding of

- Importance of management and group relationships
- Your leadership influence and effect on organizational climate
- Managerial authority
- Policy-making
- Individual vs. group behavior

Improve Your Ability to

- Manage by objectives
- Analyze and improve organizational structures
- Communicate vision and decisions
- Weigh risk and make calculated decisions
- Create performance-management systems

Professor: William Ryan

Texts: Management: The New Competitive Landscape, Thomas Bateman and Scott Snell

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Management Accounting and Control (657)

Tuition: \$750 Credits: 3

Acquisition-management professionals must have a conceptual framework in accounting and an understanding of the reporting, control and analytical environment in which the accountant functions. This course is aimed toward the intelligent use of accounting and related data by general management. It 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 close relationship between accounting and financial management is made clear.

Subjects covered include:

Accounting in the Information Age; Financial Statements and Business Transactions; Analyzing and Recording Transactions; Accrual Accounting and Financial Statements; Completing the Accounting Cycle; Accounting for Merchandising Activities; Merchandise Inventory and Cost of Sales; Accounting Information Systems; Cash and Internal Control; Receivables and Short-Term Investments; Plant Assets, Natural Resources, and Intangibles; Current Liabilities; Partnerships; Equity Transactions and Corporate Reporting; Long Term Liabilities; Long-Term Investments and International Transactions; Reporting and Analyzing Cash Flows; Analysis of Financial Statements; Managerial Accounting Concepts and Principles; Job Order and Cost Accounting; Process Cost Accounting; Cost Allocation and Performance Measurement; Cost-Volume-Profit Analysis; Master Budgets and Planning; Flexible Budgets and Standard Costs; Capital Budgeting and Managerial Decisions.

Increase Your Understanding of

- Accounting concepts and terms
- How accounting relates to financial management
- Accounting for inflation
- Foreign operations
- Management-control systems

Improve Your Ability to

- Create budgets
- Analyze and develop balance sheets and cash flow statements
- Develop cost-benefit scenarios
- Gather and organize relevant accounting data

Professor: Gene Murabito

Text: Fundamental Accounting Principles, Kermit Larson, John Wild and Barbara Chiappetta

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Organizational Behavior & Human Resources (659)

Tuition: \$750 Credits: 3

Most acquisition and contracting professionals find themselves working within large task groups and still larger contracting bodies. So Course 659 focuses on understanding and managing the behavior of individuals and groups in a military and civilian-agency context, the human resources through which managers gets things done, and finally on organizational-design tools used to solve the major, recurring problems of complex organizational life.

Subjects covered include:

Introduction to Organizational Behavior; Information Technology and Globalization, Diversity and Ethics; Modern Organization Theories; Reward Systems; The Process of Perception and the Management of Impression; Personality and Work-Related Attitudes; Basics of Motivation; Positive Psychology Approach to Organizational Behavior; Communication; The Decision Making Process; Understanding and Managing Job Stress; Power and Its Political Implications; The Nature of Groups and Teams; Impact of Job Design and Goal Setting on Performance; The Processes, Reward Systems and Behavioral Management of Learning; Leadership: Background, Theories and Models; Effective Leadership: Styles and Skills.

Increase Your Understanding of

- Situational leadership
- Principles & practices of Organizational Development
- Reward systems
- Your role within the organizational framework
- Structural change
- Measurement systems
- Educational methods for solving O.D. problems

Improve Your Ability to

- Solve inter-departmental communication problems
- Apply different techniques to resolve conflict among individuals
- Deal with stress
- Judge the effectiveness of working groups

Professor: Yvette Blake

Text: Organizational Behavior, Ninth Edition, Fred Luthans, McGraw-Hill

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Financial Management (661)

Tuition: \$750 Credits: 3

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. Course 661 provides a wide exposure to the financial issues useful to general management. It offers you an in-depth study of business, finance, investment, 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 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. Financial Management is the applications of economic principles to the operation of an organization.

Subjects covered include:

Introduction: The Goals and Functions of Financial Management and a Review of Accounting; Financial Analysis; Financial Forecasting; Operating and Financial Leverage; Working Capital and the Financing Decision; 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 Markets; Investment Banking: Public and Private Placement; Long-Term Debt and Lease Financing; Common and Preferred Stock Financing; Dividend Policy and Retained Earnings; Convertibles, Warrants, and Derivatives; External Growth Through Mergers; International Financial Management.

Increase Your Understanding of

- Finance
- Investment
- Money & capital markets
- Risk and rates of return
- Multinational finance

Improve Your Ability to

- Apply the principles of money and credit
- Use instruments and policies
- Analyze risk and financial returns
- Target capital sources

Professor: Linda Jones

Text: Foundations of Financial Management, Tenth Edition, Stanley B. Block and Geoffrey A. Hirt, McGraw-Hill

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Business Research Methods (653)

Tuition: \$750 Credits: 3

This course is designed to provide managers in government and industry with a working knowledge of research methods and analytical techniques as they are used to implement a systematic approach to planning policies, programs and projects. 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, instead focusing on applicable techniques and their use in solving real-life business problems. In addition to providing a working knowledge of research methods and design, the course includes a brief, but thorough description of different tools of analysis with a description of each 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.

Subjects covered include:

Introduction to Business Research; Applying Scientific Thinking; The Research Process; Design and Structure of the Research Proposal; Research Ethics; Research Design Strategies; Sampling Design; Measurement; Measurement Scales; The Character and Analysis of Secondary Data; Survey Methods and Instruments – Communicating with Participants; Observational Studies; Experimentation; Data Preparation and Description; Exploring, Displaying and Examining Data; Hypothesis Testing; Measures of Association; An Overview of Multivariate Regression Analysis; Written and Oral Reports; Presenting Research Data.

Increase Your Understanding of

- Research methods
- Design & data-collection techniques
- Forecasts

Improve Your Ability to

- Design accurate research studies
- Control and evaluate projects
- Communicate research findings to stakeholders
- Analyze complex processes & problems
- Generate ideas

Professor: James Standish

Text: Business Research Methods, Eighth Edition by Donald R. Cooper and Pamela S. Schindler

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Managing Projects (627)

Tuition: \$750 Credits: 3

Project Management involves a single manager responsible for planning, organizing, staffing, coordinating, directing, monitoring, motivating and controlling the combined efforts of all of the functional and staff groups within an organization, together with outside contractors and vendors. The goal is to meet the project's objectives on schedule, within budget, and to the customer's satisfaction. Course 627 addresses the reality of how complicated and diverse is the project manager's task. Project management is a recognized, special, professional skill, quite different from the technical skills that are so often associated with most projects. It is on these important non-technical areas that this course touches in great detail. From this course degree candidates receive in-depth knowledge of the various types of project-management organization and expertise to successfully manage any size project in the areas of information systems, research, product development, production, services and construction.

Subjects covered include:

Management; Introduction to Project/Program; Project/Program Authority; Project Organization; Planning the Project; Work Breakdown Structure; Schedules; Financial Planning; Project Integration; Risk Management; Work Authorization; Earned Value Management Systems; Technical Performance Measurement; Quality Management; Managing Small Projects.

Increase Your Understanding of

- Scope Definition
- Work Breakdown Structures
- Scheduling Techniques
- Time Management
- Cost Management

Improve Your Ability to

- Organize a project team
- Plan a project
- Determine requirements and scope
- Use a WBS
- Estimate and budget a project
- Develop objective measures of performance
- Use risk analysis
- Build and maintain a project baseline
- Monitor and control project work
- Lead and manage project teams.

Professor: Paul McDonald, M.B.A

Text: Project Manager's Handbook, AGU Press

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Negotiation for Project Managers (636)

Tuition: \$750 Credits: 3

Project managers exercise their negotiation skills every day. So this course provides you with the added skills needed to negotiate with functional and other project managers within your organization over time, scope, budget, schedules and change orders. It also covers negotiating with outside customers, vendors, suppliers and subcontractors. Course 636 spans negotiation at every phase of a project, from the start-up, during performance, and right through the close-out.

Subjects covered include:

The Nature of Negotiation; Effective Planning for Negotiation; Effective Strategizing for Negotiation; 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; Negotiating in a Complex and Dynamic Environment; The Agency Relationship in a Negotiation; Multiparty Negotiations; Individual Differences; Global Negotiation; Managing Difficult Negotiations: Individual Approaches; Managing Difficult Negotiations: Third-Party Approaches.

Increase Your Understanding of

- Planning and preparation for negotiation
- The dynamics of communication, and the roles of power and ethics
- The impact of the broader social context on the negotiation process
- The dynamics of negotiation that involves teams and groups
- Cultural factors that strongly shape negotiations

Improve Your Ability to

- Negotiate schedules, change orders, estimates and contracts
- Negotiate multiparty agreements; and build better teams
- Use third-parties to resolve breakdowns in negotiation

Professor: Marie Sirney

Text: Negotiation, by Roy J. Lewicki, David M. Saunders and John W. Milton, Third Edition, McGraw-Hill

Negotiation: Readings, Exercises, and Cases, Roy J. Lewicki, David M. Saunders, John W. Minton and Bruce Barry

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Management Economics (663)

Tuition: \$750 Credits: 3

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 use 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.

Subjects covered include:

Scarcity and the Allocation of Scarce Resources; The Economy of the United States in Perspective – Supply and Demand; The Public Sector; National Income Accounting; Unemployment and Inflation; The Business Cycle; Aggregate Demand – Self-Adjustment of Instability; Fiscal Policy Options; Money and Banking; The Federal Reserve and Monetary Policy; Supply Side, Growth and Productivity Policy Options; Policy Constraints: The Global Economy and Theory Versus Reality of Economic Policy; The Product Markets: The Basics of Supply and Demand; The Competitive Firm in a Competitive Market; Monopoly, Oligopoly, and Monopolistic Competition; Regulation and Deregulation and the Interests of the Consumer and the Environment; The Farm Problem; The Labor Market and Unions; Financial Markets; Equity and Efficiency in Taxation and Social Spending; International Economics.

Increase Your Understanding of

- Micro and macroeconomic principles
- How market structure affects behavior of contractors
- Unemployment & inflation
- Fiscal versus monetary policy
- International trade
- Exchange rates

Increase Your Ability to

- Analyze the process of management decision-making
- Evaluate the current economic climate

Professor: James Standish

Text: The Economy Today by Bradley R. Schiller, McGraw-Hill

M.C.M Course Descriptions

Contracting Courses

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Risk Analysis & Management (679)

Tuition: \$750 Credits: 3

All projects and programs pose the risk that they will not be completed according to cost, schedule, and performance objectives, and not achieve the anticipated rewards. So Course 679 teaches you how to predict the probability of undesirable events and weigh the consequences of their occurrence. All good risk management approaches have five characteristics and this course covers all of them in detail: (1) planning and documenting risk-management processes for the project or program; (2) prospective assessment of possible problems and opportunities; (3) periodic review of the initial assessment to validate original findings and to uncover new problems; (4) definition of evaluation criteria covering all facets of the program; and (5) documentation of on-going results of the risk-management process.

Subjects covered include:

Introduction to Risk Analysis and Management; Using Risk Analysis in Projects; Cultural Attitudes Towards Risk Analysis; Traditional v. Risk Analysis; Simple Approaches to Risk Analysis; Making Decisions Under Uncertainty/System Failure Analysis; Full Probability Distribution Risk Analysis; Gathering Information for a Risk Analysis; Project Cost Risk Analysis; Project Schedule Risk Analysis; Technical/Performance Risk Analysis; Integrated Cost, Schedule and Technical Risk Analysis; Project Risk Analysis; Risk in Other Commercial Applications/Software Approaches to Risk Analysis; Implementing Risk Analysis Programs.

Increase Your Understanding of

- Cultural attitudes about risk
- Qualitative and quantitative analytical methods
- Cost-Schedule-Technical-Risk analysis

Increase Your Ability to

- Gather the relevant information for risk analysis
- Use software for risk analysis
- Managing and transferring risk

Professor: Edward Fern

Text: Risk Management, by David Hulett, Ph.D., AGU Press

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