



AMERICAN  
GRADUATE  
UNIVERSITY

**DEGREE AND CERTIFICATE  
CATALOG  
2005**

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733 North Dodsworth Avenue  
Covina, California 91724  
Phone (626) 966-4576, FAX (626) 915-1709  
Website: [www.agu.edu](http://www.agu.edu)  
E-mail: [info@agu.edu](mailto:info@agu.edu)

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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, three degree programs: Master of Acquisition Management (MAM), Master of Project Management (MPM), and Master of Contract Management (MCM) 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. 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.

The unique experience and educational resources of American Graduate University, in the areas of acquisition management, project/program management, contract management and business 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 AND MASTER OF CONTRACT MANAGEMENT

### Acquisition/Contract Courses

- \*Federal Government Contracting - Course 601
- \*Government Contract Law - Course 603
- \*Business Development and Proposal Preparation - Course 613 (*Required for MCM degree*)
- \*Pricing and Financial Management - Course 619
- \*Contract Management and Administration - Course 631
- \*Managing Projects - Course 627  
- or -  
Program Management - Course 625
- \*Negotiation - Principles and Practices -Course 635
- \*Source Selection and Contract Award - Course 651 (*Required for MAM degree*)

### 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 Project*

\*Courses marked with an asterisk are 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, Leading 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 Project*

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

***Each course is 3 semester units.***

Program requires completion of 36 semester units.

# **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, and overall business management that meets and/or 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 and business management. It has a well-defined and structured curriculum, an excellent faculty, an extensive proprietary collection of textbooks and course materials, an on-going 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 and business 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 several thousand students complete public, in-house, and distance education courses each year, and by the continuing support of hundreds of companies and government agencies.

## ***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 and business management.
2. A more complete 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. A better appreciation 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 contracts management, project/program management, and general business 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, or a Master of Contract Management (MCM) degree. 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 the 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)*. 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 a charter member of the National Contract Management Association's Contract Management Learning Center.

# **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.

## **GOALS OF THE PROGRAM**

The goals 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](http://www.agu.edu) for course fees.

### **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  
- or -  
Program Management – Course 625
- \*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
- \*Courses marked with an asterisk are 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.

## ***GOALS OF THE PROGRAM***

The goals 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 and international operations.

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](http://www.agu.edu) for course fees.

### **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, Leading 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

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

***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 9). However, this program is oriented to personnel who work with industry companies that do business with the federal government as prime or subcontractors.

## **GOALS OF THE PROGRAM**

The goals 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 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 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](http://www.agu.edu) for course fees.

### **Contracting Courses**

- \*Federal Government Contracting - Course 601
- \*Government Contract Law - Course 603
- \*Business Development and Proposal Preparation - Course 613
- \*Pricing & Financial Management - Course 619
- \*Contract Management and Administration - Course 631
- \*Managing Projects - Course 627  
- or -  
Program Management - Course 625
- \*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
- \*Courses marked with an asterisk are required.

***Each course is 3 semester units.***

Program requires completion of 36 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*, *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 a knowledge of the acquisition, contracting and procurement processes and how this interrelates with standard business management processes.

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

***Financial Management and Pricing:*** This program provides a 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 four areas mentioned above.

## MASTER'S CERTIFICATE PROGRAMS ACQUISITION AND CONTRACTING

- Federal Government Contracting - Course 601
- Government Contract Law - Course 603
- Business Development and Proposal Preparation - Course 613
- Program Management - Course 625
- or-
- 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 Professional Certificate or the Joint DAU-AGU Certificate.*

### **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 or 627 or 628, and Course 671) is required for the issuance of the Professional Certificate or the Joint DAU-AGU Certificate.*

### **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

*Successful completion of six courses (including Courses 619, 661 and 657) is required for the issuance of the Professional Certificate or the Joint DAU-AGU Certificate.*

### **MANAGEMENT**

- Essentials of Management - Course 602
- Management Accounting and Control - Course 657
- Business Research Methods - Course 653
- Managing Projects - Course 627
- Organizational Behavior and Human Resources - Course 659
- Financial Management - Course 661
- Management Information Systems - Course 695
- Management Economics - Course 663

*Successful completion of six courses is required for the issuance of the Professional Certificate or the Joint DAU-AGU Certificate.*

## **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 nor access to a library. Therefore, 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.

### ***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 tested.

The student returns the test to the University for correction and grading. Student examinations will be returned in approximately three working days from receipt. A final examination 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 *business 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

### ***General Management***

Essentials of Management - Course 602

Business Research Methods - Course  
653

Management Accounting and Control -  
Course 657

Organizational Behavior and Human Re-  
sources - Course 659

Financial Management - Course 661

Management Economics - Course 663

Management Information Systems -  
Course 695

A brochure describing these courses may be obtained by contacting: American Graduate University, Attn: Registrar, 733 North Dodsworth Avenue, Covina, California 91724. Telephone: (626) 966-4576; FAX (626) 915-1709; E-Mail: [info@agu.edu](mailto:info@agu.edu). Information is also available on our Internet homepage: [www.agu.edu](http://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. A separate brochure describing the course content in detail is available upon request for each of these courses as well as the other courses offered by the University. The names and company affiliations of persons who have attended previous sessions of the course can be provided upon request.

The courses are designed for general managers, project 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
- GSA Schedule 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," American Graduate University Press.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **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 - The New Competitive Landscape," by Thomas S. Bateman & Scott A. Snell, Sixth Edition, McGraw-Hill Irwin
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **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.

**Instructional Mode** - Distance Education

# **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," American Graduate University Press.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **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.

**Instructional Mode** - Distance Education

# **PRICE AND COST ANALYSIS**

## **Course No. 620**

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
- Developing the Solicitation
- 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 Direct Costs - Material, Subcontracts and Other Direct Costs
- Improvement Curves
- Analysis of Indirect Costs
- Analysis of Labor Rates
- 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.

**Instructional Mode** - Distance Education – In Development

# **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.

**Instructional Mode** - Distance Education

# GOVERNMENT PROGRAM MANAGEMENT

## Course No. 626 - 3 Semester Units

This course provides a comprehensive knowledge of system/program/project/product management. Attendance is restricted to Government personnel, both military and civilian, who are presently assigned, or who may be assigned, as program/project managers, or to key positions in a project office, product/process team members, and to functional managers and users' representatives who must interface and support project personnel. The course provides a complete explanation of how the various organizational, business and technical management tools can be integrated into a total management system. *It is designed to teach people to manage and lead programs, not just monitor them.* This course provides a means of making substantial improvements in management capabilities in the shortest possible time and at a minimum cost. It is more complete and superior to much larger government courses.

## COURSE OUTLINE

- The Management Process
- Principles of Program Management
- Program Manager's Authority
- Program Organization
- Government Program Management
- Acquisition Management
- Statements of Work
- Requests for Proposals
- Source Selection
- Contracting Process
- Planning the Project
- Work Definition/Work Breakdown Structures
- Schedule Planning
- Financial Planning
- Project Integration
- Work Authorization
- Earned Value Management
- Integrated Product Development
- System Engineering
- Total Quality Management
- Technical Specialty Integration
- Technical Performance Measurement
- Risk Management
- Configuration Management
- Technical Reviews and Audits
- Interface Management
- Managing Software Development
- Production Management
- Integrated Logistics Support
- Test and Evaluation
- Managing Small Projects
- Project Leadership
- Negotiation

## COURSE MATERIALS

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

**Instructional Mode** - Distance Education – In Development

## **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, ship-building, services and construction. It is supported by extensive reference material from both Government and industry sources.

### **COURSE OUTLINE**

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>▪ Project Management Principles</li><li>▪ Roles and Responsibilities</li><li>▪ Project Authority</li><li>▪ Project Organizations</li><li>▪ Defining Project Scope</li><li>▪ Planning the Project</li><li>▪ Work Organization</li><li>▪ Work Breakdown Structures</li><li>▪ Schedule Planning/Control</li><li>▪ Financial Planning/Control</li></ul> | <ul style="list-style-type: none"><li>▪ Work Authorization Process</li><li>▪ Project Integration</li><li>▪ Project Control Systems</li><li>▪ Project Execution</li><li>▪ Technical Management</li><li>▪ Quality Management</li><li>▪ Changes and Revisions</li><li>▪ Project Leadership and Management</li><li>▪ Human Relations</li><li>▪ Negotiation</li></ul> |
|---|--|

### **COURSE MATERIALS**

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

**Instructional Mode** - Distance Education

# 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 provides 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,@ 3<sup>rd</sup> Edition", by Kathy Schwalbe.
2. Study Guide with Detailed Lesson Plans including Exercises and Cases.

**Instructional Mode** - Distance Education

# **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.

**Instructional Mode** - Distance Education

# **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. It is designed to provide the student with the knowledge and the skills essential to effective business relations between buyer and seller. It provides a comprehensive approach to the interrelationship between contract management, the various functional disciplines and project management. 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 course stresses the positive management contribution that contract management skills can make to the organization. The purpose of this course is: (1) to provide a broad appreciation of all contract functions and a thorough understanding of the contract manager's authority and responsibilities; (2) to provide familiarization with the management problems associated with various types of contracts; and (3) to provide 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
- Sources of Information
- Pre-Proposal and Proposal Effort
- Proposal/Contract Negotiations
- Cost or Pricing Data
- Fraud, Waste and Abuse
- Types of Contracts
- Contract Review and Execution
- Control of Contractor/Customer Interface
- Correspondence, Documentation, Files and Records
- Work Authorization/Release
- Contract Funding, Financing and Payment
- Role of the Government
- Responsibilities and Interrelationships Between the Procuring Contracting Officer, Auditor and Contract Administrator
- Relationship Between Contract Administration and Project Management
- Interface With Other Functions
- Earned Value Management
- 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
- Limitations on Constructive Changes
- Government Delays
- Control of Changes
- 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.

**Instructional Mode** - Distance Education

# **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 sub-contracting.

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.

**Instructional Mode** - Distance Education

# PERFORMANCE-BASED SERVICE CONTRACTING

## Course No. 634

Practically every Government agency at every level uses service contracts. The contracts are for a wide variety of technical - management & consulting - clerical and support services. Prime contractors and subcontractors also purchase many varieties of services. It is the fastest growing market in the United States.

There are a number of courses on limited areas of service contracting. The majority of them are concerned exclusively with the legal and regulatory aspects. This is the only course that integrates all acquisition, pricing, legal and management aspects of service contracting. The course is in two parts. The first part covers the requirements applicable to all service contracts. The second part covers the unique requirements applicable to service contracts for professional and technical services - support services - environmental services - information processing services - and facilities and personnel services. The course addresses the laws, regulations, directives, policies and management procedures from both the buyer's and seller's perspectives. Extensive course documentation is furnished.

## COURSE OUTLINE

- Introduction to Service Contracts
- Service Contract Act
- Department of Labor Regulations
- Issues in Service Contracting
- Acquisition Planning
- Performance Requirements
- Statements of Work
- Requests for Proposals
- Source Selection Procedures
- Best Value Techniques
- Proposal Preparation
- Estimating and Pricing
- Price Analysis
- Cost Analysis
- Types of Contracts
- Options
- Cost or Pricing Data Requirements
- Cost Principles
- Cost Accounting Standards
- Contract Administration
- The Role of the Contracting Officer's
- Administrative and Technical Representatives
- Contract Changes
- Default Terminations
- Terminations for Convenience
- Protests & Appeals

## COURSE MATERIALS

1. "Managing Performance-Based Service Contracts," AGU Press.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education – In Development

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

## **COURSE MATERIALS**

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

**Instructional Mode** - Distance Education

# **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. Large and even small organizations may have several projects being conducted at once. The project manager must know how to effectively negotiate in order to ensure that his/her project meets its deadlines and stays within its budget.

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. Initially, strategizing 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 explored with special attention to the role of power and ethics. The impact of the broader social context on the negotiation process is discussed.

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," Third Edition, by Roy J. Lewicki, David M. Saunders, and John W. Minton, McGraw-Hill Irwin.
2. "Negotiation: Readings, Exercises, and Cases", Fourth Edition, by Roy J. Lewicki, David M. Saunders, John W. Minton, and Bruce Barry, McGraw-Hill Irwin.
3. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **SUBCONTRACTOR SELECTION AND MANAGEMENT**

## **Course No. 639 - 3 Semester Units**

In addition to possessing knowledge and skill in normal purchasing procedures, the subcontract manager must have a complete understanding of advanced contracting procedures and techniques and prime contract terms and conditions so that he or she can flow down the essential legal and management requirements into subcontracts. After the subcontract is awarded, he or she must perform the necessary program management functions to insure that the subcontracted item is delivered on time, within budget and to the desired performance specifications.

The course is designed to systematically cover each area of the subcontract manager's responsibilities from the inception of the procurement request until the close-out of the contract. The course is based on a clear understanding of the theoretical knowledge, and practical skills in application required by a professional subcontract manager, and his staff, for their continued management development.

### **COURSE OUTLINE**

- Statement of Work
- Make-or-Buy
- Request for Proposal
- Proposal Evaluation and Source Selection
- Pricing Techniques
- Estimating
- Improvement Curves
- Profit and Fee
- Cost or Pricing Data
- Fraud, Waste and Abuse
- Cost and Price Analysis
- Should Cost
- Types of Contracts
- Contracting for Inflation
- Multiple Incentive - Award Fee Contracts
- Cost Principles
- Cost Accounting Standards
- Negotiation
- Design to Cost - Life Cycle Cost
- Subcontract Administration
- Subcontract Project Management
- Changes and Modifications
- Terms and Conditions
- Uniform Commercial Code
- Pricing Spare Parts
- Termination - Convenience and Default
- Small Disadvantaged Business Policies
- Documenting Procurement Packages

### **COURSE MATERIALS**

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

**Instructional Mode** - Distance Education – In Development

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

## **COURSE MATERIALS**

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

**Instructional Mode** - Distance Education

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

## **COURSE MATERIALS**

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

**Instructional Mode** - Distance Education

# **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 a number of tools for 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," Eighth Edition, by Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **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 and general management.

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 course emphasizes the close relationship between accounting and financial management.

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 Accounting Principles", Seventeenth Edition, by Kermit D. Larson, John J. Wild, and Barbara Chiappetta, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

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

## **COURSE MATERIALS**

1. "Organizational Behavior," Tenth Edition, by Fred Luthans, McGraw Hill, Irwin.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

## **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**

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>▪ Introduction</li><li>▪ Financial Analysis</li><li>▪ Financial Forecasting</li><li>▪ Operating and Financial Leverage</li><li>▪ Working Capital and the Financing Division</li><li>▪ Current Asset Management</li><li>▪ Sources of Short-Term Financing</li><li>▪ The Time Value of Money</li><li>▪ Valuation and Rates of Return</li><li>▪ Cost of Capital</li><li>▪ The Capital Budgeting Decision</li><li>▪ Risk and Capital Budgeting</li></ul> | <ul style="list-style-type: none"><li>▪ Capital Assets</li><li>▪ Investment Banking: Public and Private Placement</li><li>▪ Long-Term Debt and Lease Financing</li><li>▪ Common and Preferred Stock Financing</li><li>▪ Dividend Policy and Retained Earnings</li><li>▪ Convertibles and Warrants</li><li>▪ External Growth Through Mergers</li><li>▪ International Financial Management</li></ul> |
|--|--|

### **COURSE MATERIALS**

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

**Instructional Mode** - Distance Education

# **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," Ninth Edition, by Bradley R. Schiller, McGraw-Hill, Irwin.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **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; "Human Aspects of Project Management," 3 Volumes, Project Management Institute.
2. Detailed Presentation Notes.
3. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **RISK ANALYSIS AND MANAGEMENT**

## **Course No. 679 - 3 Semester Units**

Risk in a project or program is a measure of the inability to achieve objectives within cost, schedule, and cultural constraints. Risk can be defined as the probability of an undesirable event occurring and the significance of the consequences of the occurrence. This is different than uncertainty which considers only the likelihood of occurrence of the event. Although risk and uncertainty are often used interchangeably, they are not the same. What this means to the project management team is that to truly understand whether a factor is "risky," they must have an understanding of the potential impacts resulting from the occurrence/nonoccurrence of the event.

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 in which 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 - 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. "Risk Management," by David Hulett, Ph.D., AGU Press; "Readings in Risk Management," AGU Press.
2. Study Guide and Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# **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. "The Management and Control of Quality", Fifth Edition, by James R. Evans and William M. Lindsay, South-Western College Publishing; "Principles of Management for Quality Projects", by Michael Carruthers, International Thomson Business Press.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

# PROJECT SCOPE, COST AND SCHEDULE MANAGEMENT

## Course No. 689 - 3 Semester Units

A project has to deliver new products or business capabilities and they have to be delivered to requirements and expectations on time and at least on budget. This course provides the skills and tool kit for the planning and control of project scope, costs and schedules.

Participants will learn the processes and gain experience in . . .

- developing a project's requirements, scope and statement of work, building work breakdown structures, and identifying work elements and packages.
- financial management fundamentals including financial planning and analysis tools, accounting methods, elements of cost and pricing concepts.
- planning and conducting an estimate using the various estimating methodologies.
- scheduling steps and methods with emphasis on network techniques and schedule baselines.
- negotiating project budgets and an integrated project baseline C cost, schedule and performance.
- project cost, schedule and performance control techniques.
- earned value management processes and techniques in simple and immediately useful form.
- identifying, estimating and controlling the impact of changes.
- closing out the project quickly and efficiently.

This course delivers the techniques to help project teams plan and work with realistic estimates, schedules and forecasts in accomplishing the project work while maintaining stakeholder awareness and support.

## COURSE OUTLINE

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| ▪ Setting the Stage                  | ▪ Financial Management              |
| ▪ Requirements/Production Definition | ▪ Estimating                        |
| ▪ Developing the Solution            | ▪ Establishing the Project Baseline |
| ▪ Scoping the Project                | ▪ Project Control Systems           |
| ▪ Defining, Organizing and Assigning | ▪ Using Earned Value Management     |
| ▪ Project Work                       | ▪ Systems                           |
| ▪ Scheduling                         | ▪ Managing Changes                  |
| ▪ Resource Loading and Leveling      | ▪ Closeout                          |

## COURSE MATERIALS

1. "Project Management Solutions," AGU Press; "Project Management Using Earned Value Techniques", Humphreys & Associates.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education – In Development

# **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", Fourth Edition, by Stephen Haag, Maeve Cummings, and Donald J. McCubbrey, McGraw-Hill Irwin.
2. Study Guide with Detailed Lesson Plans.

**Instructional Mode** - Distance Education

## **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, presents public courses and company-sponsored courses, 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 Board of Advisors of the American Graduate University is composed of six members. 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.

## ***LIBRARY FACILITIES***

The Library of the University is the most complete special library on acquisition, contract and program management procedures in the United States, with a growing collection in general business management. Its purpose is to acquire, organize, utilize, and maintain informational materials and provide supporting research to the editorial staff and instructors. It selects, organizes, circulates and maintains a collection germane to the work of the University, provides in-depth analysis of its collection by preparing indices and guides, and disseminates information through its reference services. The Library collection is at once both comprehensive and specialized to provide information for the specialist in his or her field as well as general information. The reference staff assists the faculty, writing staff, and students in using the published literature by interpreting the Library collection and by providing specific data upon request.

## ***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 including standard libraries, company libraries, government depository libraries, the National Technical Information Service (NTIS), and commercially available databases.

The principal method of disseminating information relating to the current body of knowledge in the field is through courses, seminars 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 limited 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.

## FACULTY

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 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

**Robert E. Carroll**, B.A., J.D., Consultant, former President, SYS, Inc.

**Paul G. Dembling**, A.B., M.A., J.D., Partner, Schnader, Harrison, Segal & Lewis, former General Counsel, General Accounting Office and former General Counsel, National Aeronautics and Space Administration

**B. Alan Dickson**, B.A., J.D., LL.M., Partner, Epstein, Becker & Green

**David Hulett**, A.B., Ph.D., Hulett & Associates

**Gary Humphreys**, B.S., M.B.A., President, Humphreys & Associates

**Linda F. Jones**, B.A., M.P.M., Principal, Caswell-Jones & Associates

**H. Philip Marks**, B.S., M.S., President, Sigma Associates

**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

**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., Business Consultant

**James Standish**, B.A., M.A., President, Tree Line Ventures

**Philip A. Weiner**, B.A., J.D., President, Phineas Corp.

## **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, and three years work experience.

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 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 at the end of the catalog. The application may also be found on the AGU website ([www.agu.edu](http://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 nonrefundable application fee to American Graduate University, 733 N. Dodsworth Ave., Covina, CA 91724.
- 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.
- Detailed current job description, personnel brief, or resume (if it includes your responsibilities).
- A Statement of Goals, including your professional and educational objectives and your reasons for pursuing the degree program (minimum 300 words).
- Proctor Form. You are required to provide the name and address of the person you nominate to be the proctor who will administer four of your final course examinations.

Applicants with previous education in a foreign country, who do not reside in the United States, the United Kingdom or Canada, 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](http://www.toefl.org)).

## **FOREIGN TRANSCRIPT EVALUATION**

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.

## **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 advance 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 advance 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 mostly through distance education, with the papers being graded by the faculty and staff of the University. However, there are "proctoring" requirements for certain exams, and these can be arranged through the student's local library or human resources department.

## ***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 are 80%. This type of grading system is considered most appropriate for the mature adult student for whom the programs are offered.

## ***COURSE ENROLLMENT***

Upon acceptance, the student is expected to enroll in a distance education course within a period of 30 days. Future enrollments may be made 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.**

## ***PAYMENT OF TUITION***

Current fee schedules for distance education courses are listed on the AGU website at [www.agu.edu](http://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.

*No Additional Fees* : The only fees required are the individual course tuition fees. There are

no final examination fees or graduation fees.

### ***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 (effective June 1, 2005):

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

VA students must complete their coursework within 19 weeks of the course start date.

### ***REFUND POLICY***

The student has a right to a full refund of all charges upon request up to ten working days prior to course commencement. After that time, the student has the right to a refund less the amount of \$100.00 for the registration fee. Students enrolled in distance education course shall have the right to cancel until midnight of the fifteenth business day after the first lesson was mailed.

In addition, 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.

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

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.

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

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.

### ***SATISFACTORY PROGRESS POLICIES***

The time period to complete a course is five months from the date of receipt of course materials. The completion date will be cited in the pertaining Student Enrollment Agreement. Student progress will be monitored by the assigned faculty and Student Services staff who will prompt students at intervals on their progress to course completion.

If a student registers for more than one course, the student must indicate the start dates for each course. The five-month completion period will start from those dates.

Students may request in writing prior to the course completion date a 30-day extension of the course completion time period. There will be no charge for this extension.

If for stated reasons, a further extension of time to complete a course is necessary, a 90-day extension can be requested. However, a \$75 fee may be charged for granting this extension.

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

*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.

## **PROBATION AND DISMISSAL**

*Probation :* If a student fails 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 :* If a student has been dismissed from AGU based on academic probation, 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. Public courses are scheduled at certain times and various locations throughout the United States. Please see the University website at [www.agu.edu](http://www.agu.edu) for the course schedules.

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 2005: March 25, May 30, July 4, September 5, November 24-25, and December 26 through January 2, 2006.

## **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. The University has maintained student records since its inception in 1976. Students who wish a copy of their records must make a request in writing or visit the University's offices.