



AMERICAN  
GRADUATE  
UNIVERSITY

# Master's Certificate In Finance Management & Pricing

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

## Program Objectives

This Master's Certificate program provides you with a comprehensive, practical knowledge of planning, analysis, decision-making and control. While principles and theories are explained, the emphasis is applying the tools necessary for making and implementing effective financial decisions.

## Requirements

To earn your Master's Certificate in Financial Management and Pricing you must accrue 18 credits. It's required that you take three required courses (619, 657 and 661). In addition to those, you may choose any three of seven electives. You are required to pass a comprehensive final examination. (There are no exam fees.)

### Curriculum Path

#### Start By Taking the Required Courses . . .

Pricing and Financial Management of Government Contracts  
Course 619

**and**

Management Accounting and Control  
Course 657

**and**

Financial Management  
Course 661

#### Then Take Any Four of the Following Courses . . .

Negotiation – Principles and Practices  
Course 635

Management Economics  
Course 663

Managing Service Contracts  
Training Class 534 (not available as a distance-learning course)

Federal Government Contracting  
Course 601

Subcontract Management  
Training Class 539 (not available as a distance-learning course)

Risk Analysis and Management  
Course 679

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

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## Pricing & Financial Management (619)

**Tuition: \$750 Credits: 3**

Learn how the 5 major disciplines interrelate — estimating, pricing, price/cost analysis, contract analysis and negotiating. Course 619 explores the fine points of price and financial management for supply and service contracts, and large, long-term programs with multiple contractors and subcontractors. You obtain in-depth working knowledge of the principles, tools and techniques from both the buyer's and seller's viewpoint. The course describes the specific problems and techniques applicable to each major element of cost: engineering and manufacturing labor; labor rates; material and subcontracts; indirect costs and forward-pricing rates. It will cover the projection and analysis of costs for small and large contracts extending over a number of contractor and government fiscal years.

### Subjects covered include:

Pricing; Accounting and Cost Accounting; Estimating; Cost, Price and Should Cost Analysis; Direct Cost and Labor Rates Analysis; Manufacturing Labor; Direct Material; Engineering Direct Labor; Tooling and Other Direct Costs; Total Cost and Parametric Estimating; Indirect Costs and Rates; Profit and Fee; Cost or Pricing Data; The Cost Proposal; Types of Contracts; Cost Accounting Standards; Multiyear Contracting; Contract Financing; Contract Changes; Pricing Spare Parts and Contract Data Items; Terminations; Earned Value Management Systems; Contract Audits.

### Increase Your Understanding of

- The difference between costing and pricing
- Contract analysis & negotiation
- Contract types and their affect on price
- Cost principles and cost accounting standards
- Financial controls

### Improve Your Ability to

- Use estimating systems
- Analyze costs and profit
- Employ financial analysis tools

*Professor: Clark Adams*

*Texts: Pricing and Financial Management, AGU Press  
Pricing Manuals, Government Contracting Institute*

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## Management Accounting and Control (657)

**Tuition: \$750 Credits: 3**

Acquisition-management professionals must have a conceptual framework in accounting and an understanding of the reporting, control and analytical environment in which the accountant functions. This course is aimed toward the intelligent use of accounting and related data by general management. It deals with accounting concepts, development of financial statements, cash flow analyses, cost accounting, capital budgeting, management control systems, financial accounting practices, tax accounting, accounting for inflation, and foreign operations. The close relationship between accounting and financial management is made clear.

### Subjects covered include:

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

### Increase Your Understanding of

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

### Improve Your Ability to

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

Professor: Gene Murabito

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

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## Financial Management (661)

**Tuition: \$750 Credits: 3**

Virtually all the activities of business firms and other organizations are reflected in, and affected by, the availability of funds. Finance provides one of the major tools for managerial planning and control. Course 661 provides a wide exposure to the financial issues useful to general management. It offers you an in-depth study of business, finance, investment, money and capital markets. Specific skills designed to aid in these decisions are developed and utilized in analysis of actual business problems. Students will master the principles of money and credit, acquire knowledge of financial institutions, instruments and policies, attain skills in recognizing and solving financial problems, and develop their skills in analyzing the risk and financial returns in specific situations. Financial Management is the applications of economic principles to the operation of an organization.

### Subjects covered include:

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

### Increase Your Understanding of

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

### Improve Your Ability to

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

Professor: Linda Jones

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

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## Negotiation – Principles and Practices (635)

**Tuition: \$750 Credits: 3**

The contracting and purchasing process requires you to know when and how to negotiate statements of work, costs, price, and terms and conditions. This course is designed to develop the knowledge, attitude and skill required for successful negotiation. You gain a complete understanding of the principles and practice of negotiation, including the ability to plan a negotiation and to implement the plan with the proper strategy, tactics and techniques. Negotiation with overseas parties also covered.

### Subjects covered include:

Introduction – Why Negotiate; Organization for Negotiation; Psychology of Negotiation; Communication in Negotiation – Verbal, Non-Verbal and Physical; Use of Cost Data in Negotiation; Seller's Preparation for Negotiation; Buyer's Planning for Negotiation; Bargaining Position and Honesty in Negotiation; Negotiation Procedures; Strategy and Tactics; Negotiation Methods; Techniques of Negotiation; General Propositions on Negotiation; Bargaining.

### Increase Your Understanding of

- Team organization
- Dynamics of internal negotiation
- Bargaining positions
- Personality types of effective negotiators
- Communication Techniques
- Human values & psychological factors that affect negotiation outcomes

### Improve Your Ability to

- Explain the use of cost data during negotiation
- Handle pressure techniques, like “bluff & threaten”
- Probe, Plan, Propose
- Present alternatives without making a premature commitment
- Document as you negotiate

Professor: Marie Sirney

Text: Negotiation – Principles and Practices, AGU Press

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## Management Economics (663)

**Tuition: \$750 Credits: 3**

Management economics concerns itself with the application of micro and macroeconomic principles to the organization and conduct of a business enterprise. It provides an understanding of the economic concepts, institutions, and methods for analysis of the firm, the nation and the world. Its principal purpose is to indicate how economic analysis can be utilized to illuminate the process of management decision making and to help improve the quality of those decisions. The course is designed to provide techniques for analyzing the firm's immediate economic environment including the nature of industry demand and supply, the interrelationship between the firm's production and cost functions and the pricing decision, the effect of market structure on the behavior of competitors, and an understanding of the characteristics, limitations, and use of economic information available to the firm from public and private sources. It is designed to illustrate the major tools, concepts and institutions of economic thought and their application to the making of business decisions and the formulation of policies.

### Subjects covered include:

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

### Increase Your Understanding of

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

### Increase Your Ability to

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

Professor: James Standish

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

M.C.M Course Descriptions

Contracting Courses

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# Managing Service Contracts (534)

A roadmap for successful service contractors

## Learning Objectives

- Structure incentives to drive results
- Work successfully in a performance-based environment
- Frame the SOW for best contract performance
- Meet or exceed requirements with quality service
- Solve contract problems through effective communication and documentation techniques

## Course Focus

Service contracts, as distinguished from contracts for supplies, are designed to be used by industry and government organizations to acquire knowledge and skills from outside suppliers. Service contracts are the fastest growing area of government procurement.

The American Graduate University's **Managing Service Contracts** class will give you a thorough understanding of the acquisition, pricing, legal and management aspects of service contracting to provide a complete framework for successfully managing any type of service contracts. The class gives you the perspective of both the buyer and the seller.

In addition to covering the generic requirements applicable to all service contracts, cases, sample RFPs, and Statements of Work will be used to demonstrate the unique requirements applicable to professional and technical services, support services, environmental services, information processing, and facilities and personnel services.

**You'll take home** a complete course manual consisting of lecture notes, text, readings and examples.

## Training Highlights

This class uses a mix of learning approaches including practical experience from classroom exercises, case studies and discussion from these subjects:

### I. Introduction to Service Contracts

- Service Contract Act
- Department of Labor Regulations
- OMB Circular A-76
- OFFP Guidelines
- Applicable Laws and Regulations

### II. Issues in Service Contracting

- Breakout vs. Bundling
- Technical vs. Cost Tradeoffs
- Past Performance
- Conflicts of Interest
- Procurement Integrity

### III. Acquisition Planning

- Contractor vs. Government Performance
- Acquisition Milestone Schedule
- Participants in Plan Preparation
- Selecting the Contract Type

### IV. Defining Performance Requirements

- Requirements Analysis
- Organizational and Work Analysis
- Performance Standards
- Levels of Performance
- Developing the Performance Work Statement

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## V. Request for Proposals

- Uniform RFP Formats
- Analyzing the Statement of Work
- Cost Proposal Format
- Use of Draft RFPs
- Evaluation Factors for Award

## VI. Source Selection Procedures

- Source Selection Plan
- Development of Evaluation Criteria
- Scoring/Rating Proposals
- Low Cost or Best Value
- Notification and Debriefing of Bidders
- Documentation

## Schedule & Fees

4 days  
8 am–5:30 pm  
\$1395

June 19–21, 2004 ■ Washington, DC

Oct. 25–28, 2004 ■ Washington, DC

Dec. 2–5, 2004 ■ Washington, DC

## 100% Money Back Guarantee

The Institute of Professional Training at American Graduate University guarantees the quality of our training classes. If you are not completely satisfied with a training class you attended and paid for, you can request and receive a 100% refund.

## Who Should Participate

Any professionals in the government market involved in service contracting will benefit from this training. Participant titles may include but are not limited to:

- Acquisition Planners
- Buyers
- Contracting Officers
- Technical Representatives
- Contract Administrators
- Estimators and Pricing Analysts
- Attorneys

## Your Peers Say:

"I have a much improved understanding of both contractor and contracting agency issues. I learned a lot that will benefit me and my company in numerous ways."

**Marsha Holland, General Support & MSTTE Department Head, BAE**

## Earn Continuing Education Credits

Completion of **Managing Service Contracts** is one step toward getting credit for a Master's Certificate in Acquisition and Contracting from the American Graduate University. It also qualifies as three credits toward credentials required by National Contract Management Association.

If you are interested in getting information about how to apply this course toward a Master's Certificate or NCMA credentials please contact American Graduate University at:

Toll free: **1-866-273-1736**.

The American Graduate University is 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 a recognized member of the Council for Higher Education and Accreditation. AGU has full institutional approval from the California Bureau for Private Postsecondary and Vocational Education to grant Master's degrees and Master's Certificates. AGU is also a Charter Member of the National Contract Management Association's Contract Management Learning Center.

Through American Graduate University's partnership with the Defense Acquisition University, DOD personnel who have earned a Level 1, 2 or 3 certification in one of DAU's 11 career fields may take AGU courses and apply them toward graduate degree or certificate programs.

## Save with In-house Training

American Graduate University offers **Managing Service Contracts** as an in-house training course. This course can be presented "as is" or tailored to your requirements. If desired, our instructor will emphasize course topics with your organization's unique points and examples and, de-emphasize the course topics that are not as relevant to your organization.

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An on-site presentation can provide a cost effective solution while ensuring quality training. Hundreds of organizations have maximized their training and travel budgets by hosting in-house training for their staff. In addition, in-house classes give an organization a boost in performance since staff will be working from the same material at the same time.

Call **1-866-273-1736** today to discuss how American Graduate University can tailor **Managing Service Contracts** for your organization.

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## Federal Government Contracting (601)

**Tuition: \$750 Credits: 3**

This is the most complete, thoroughly documented course in government contracting available. It covers in one intensive, integrated program all aspects of government contracts and subcontracts and related management challenges, from the development of the contract to the final close-out of the contract. The course covers the generic procedures and techniques applicable to all contracts and subcontracts. In addition, specific attention is paid to the unique processes associated with Supply - R&D - Service - Federal Information Processing - Environmental and Construction Contracting. The material is covered in-depth from both the buyer's and seller's viewpoint and is completely current with laws, regulations and operating procedures. A full explanation of the federal budgeting process completes the course.

### Subjects covered include:

Contract Procedures; Laws and Regulations Governing Procurement; Electronic Commerce; Government Contract Law; Procurement by Sealed Bidding; Two-Step Sealed Bidding; Contracting by Negotiation/Competitive Proposals; Request for Proposal; Source Selection Procedures; Performance-Based Contracting; Government Marketing; Proposal Preparation; Pricing; Estimating; Profit and Fee; Cost or Pricing Data; Cost, Price and Should Cost Analysis; Analysis of Cost Principles; Cost Accounting Standards; Types of Contracts; Negotiation Techniques; Contract Terms and Conditions; Disputes; Contract Administration; Interpretation of Specifications; Contract Changes; Terminations for Default; Terminations for Convenience.

### Increase Your Understanding of

- The complete process for developing and performing government contracts
- The roles and responsibilities of all participants in the process
- How regulatory requirements are developed, implemented and changed

### Improve Your Ability to

- Coordinate company activities to identify, pursue and perform government contracts
- Develop requirements and direct company efforts for compliant proposal development
- Estimate and price a contract
- Prepare for and succeed in contract negotiations
- Administer contracts during performance
- Identify and manage changes
- Monitor financial performance
- Follow the disputes, claims and appeals process
- Work terminations for convenience and prevent terminations for default

*Professor: Paul McDonald, M.B.A.*

*Text & Course Materials: Federal Government Contracting, AGU Press*

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# Subcontract Management (539)

A prerequisite for prime and subcontractors

## Learning Objectives

- Best source selection and best value subcontracting approaches
- Streamlining RFP elements, formats,
- Developing relationships for higher profits
- Strategies, structures and staffing for effective subcontract management
- Post award – roles & responsibilities with all stakeholders

## Course Focus

The American Graduate University's **Subcontract Management** class gives you training on all aspects necessary to effectively manage the subcontractor relationship. You'll get approaches to manage the subcontract for optimum performance: items/services are delivered on time, within budget and to the desired performance specifications. You will get a complete understanding of advanced contracting procedures, techniques and prime contract terms and conditions to flow down to your subcontracts.

You will get a detailed framework of all aspects of subcontract management letting you see how past, present and future experience relate to each other. You will leave this class with a clear understanding of the knowledge and practical skills required for the successful management of subcontracts.

**You'll take home** the following: (1) "Subcontract Management," two volumes, 1,500 pages; (2) "Improvement Curves," 378 pages. This complete reference package includes textbooks, presentation notes, visuals and case.

## Training Highlights

The training 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. Subjects covered include:

### I. Introduction to Subcontracting

- Procurement Process Mode
- Purchasing, Procurement and Subcontract Management
- The Procurement/Subcontract Team

### II. Methods of Procurement

- Contract Types
- Competition Requirements
- Sole Source Acquisitions
- Competitive Bidding and Proposals
- Teaming and Partnering

### III. Laws and Regulations Governing Subcontracts

- Acquisition Regulations
- Government vs. Commercial Contract Practices
- Applicability to Subcontracts
- Flowdown Requirements
- Uniform Commercial Code

### IV. The Statement of Work/Objectives For Subcontracting

- Types of SOWs – Performance, Detailed, Level of Effort
- Inputs to Preparing the SOW
- Relationship of SOW to WBS
- SOW Preparation and Steps

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- Writing and Reviewing the SOW

#### **V. Requests for Proposals**

- RFP Formats and Composition
- Key RFP Sections
- Correlation of RFP Elements

#### **VI. Selection for Award**

- Source Selection Plan
- Evaluation Criteria and Standards
- Scoring/Rating Proposals
- Evaluation of Proposals
- Final Proposal Evaluations
- The Selection Decision

#### **VII. Estimating, Pricing and Costing**

- Estimating
- Profit and Fee
- Cost and Pricing Data
- Cost and Price Analysis

#### **VIII. Subcontract Review and Execution**

- Preparation of Documents
- Handling Anomalies
- Post-Award Orientation
- Customer/Management Reviews
- Impact of Teaming Agreements

#### **IX. Subcontract Management**

- Subcontract Project Management
- Administering the Subcontract
- Changes and Modifications
- Terms and Conditions
- Uniform Commercial Code
- Terminations, Convenience and Default
- Small/Disadvantaged Business Policies & Documenting Procurement Packages

### **2004 Schedule & Fees**

5 days

8 am–5:30 pm

\$1595

June 14–18, 2004 ■ Las Vegas, NV

Sept. 20–24, 2004 ■ Washington, DC

Dec. 13–17, 2004 ■ San Diego, CA

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### **Who Should Participate**

The success of a prime is dependent on managing subcontractors. Any personnel who get involved in government contracts will benefit from this class. Subcontract Management is specifically designed for but not limited to:

- Marketing managers
- Contract managers
- Contract managers & administrators
- Subcontract managers
- Proposal managers
- Program/Project managers

### **Earn Continuing Education Credits**

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## Risk Analysis & Management (679)

**Tuition: \$750 Credits: 3**

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

### Subjects covered include:

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

### Increase Your Understanding of

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

### Increase Your Ability to

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

Professor: Edward Fern

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

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