



AMERICAN  
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## Master of Acquisition Management

The Master of Acquisition Management is an accredited graduate degree sought after by contract specialists, financial managers and program managers within government. It's for those who seek promotion beyond GS-13, who wish to be selected to manage larger contracting programs and who want maximum career advantage in the work place.

Average degree-completion time: 24 months.

### Program Objectives

The Master of Acquisition Management program provides you with a sophisticated and deep knowledge of acquisition, contracting and procurement processes and how these interrelate with standard business management processes of finance, law, operations, marketing and technical management. Emphasis is on preparing students to apply what they've learned in the professional environment.

### Requirements

You must earn 36 credits to graduate. Each course is 3 credits. All 12 courses below are required. To graduate you are required either to pass a comprehensive final examination or satisfactorily complete a project approved by the University and your instructor. (There are no exam or project fees.)

### Curriculum Path

Each AGU course is organized in a sequential and logical order to make your learning experience optimal. When you begin, you will get a comprehensive study guide, with clear, simple instructions on how to proceed through each of your 12 courses.

Just as the courses flow logically, so does the entire curriculum. We suggest students take courses in the following order. However, the actual path you take will depend on the advanced standing granted for courses you previously completed elsewhere.

#### Acquisition Courses

##### Start By Taking . . .

1. Federal Government Contracting  
Course 601

##### Then Take The Following Courses . . .

2. Government Contract Law  
Course 603
3. Pricing and Financial Management  
Course 619
4. Source Selection and Contract Award  
Course 651
5. Negotiation – Principles and Practices  
Course 635
6. Contract Management and  
Administration  
Course 631
7. Program Management  
Course 625

#### General Management Courses

##### Start By Taking . . .

1. Essentials of Management  
Course 602

##### Then Take The Following Courses . . .

2. Management Accounting and Control  
Course 657
3. Organizational Behavior & Human  
Resources  
Course 659
4. Business Research Methods  
Course 653
5. Management Economics  
Course 663

Then Complete . . . A Program Comprehensive Examination  
Or An Approved Project to receive your Master of Acquisition Management Degree

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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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## Government Contract Law (603)

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

This course provides non-lawyers with a solid legal footing for negotiation, analysis and implementation of the terms and conditions of government prime contracts and subcontracts. We emphasize “preventive” contract law rather than the disputes and appeal process and other legal remedies, although these are also adequately covered. The course deals with the purpose, interpretation, applicability, legal and administrative ramifications of laws, regulations and executive orders pertinent to prime contracts and subcontracts. The major decisions of the Boards of Contract Appeals, the Comptroller General, and the Courts are examined. The rights and responsibilities of the government and the prime contractor and the specific problems of the prime and subcontractor relationship are explained. The Federal Acquisition Regulation (FAR) and its relationship to the current agency implementing regulations are covered in detail.

### Subjects covered include:

Introduction to Government Contract Law and Organization of the Federal Government; Ethics, Standards of Conduct and Whistleblowing; Essential Elements of a Contract; The Sealed Bid Method of Contract Formation; Forming Contracts by Negotiation; Protests; Government Furnished Property; Funding and Financial Assistance of Contracts; Labor, Social, Economic and Environmental Issues; Fraud and Government Remedies When Defrauded; Inspection, Acceptance and Warranty; Changes and Contract Interpretation; Claims and the Disputes Process; Terminations; Uniform Commercial Code; Recent Developments.

### Increase Your Understanding of

- Legislation pertinent to government contracting
- Basic contract principles
- How government contracts are formed
- The differences among various types of contracts
- The types of government property and rules relating to each
- How technical data is treated in government contracts

### Improve Your Ability to

- Manage contract changes
- Address important labor, social, environmental, and economic concerns through the procurement process
- Follow the protest, dispute and appeals procedures
- Fund and finance government contracts
- Combat fraud, waste and abuse

*Professor: Clark Adams*

*Texts: Government Contract Law, Air Force Institute of Technology*

*Federal Acquisition Regulation (on CD), Government Contracting Institute*

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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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## Source Selection & Contract Award (651)

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

Acquisition reform and streamlining is revolutionizing the way the government and industry conduct business. There are many new factors to consider in contracting by negotiation, source selection and contract pricing. Course 651 covers (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) risk identification and mitigation.

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.

Students work with case studies of 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.

### Subjects covered include:

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

### Increase Your Understanding of

- Acquisition strategy and planning
- Requests for Proposals
- The source-selection & evaluation process
- Written versus oral proposals
- Technical and business evaluation methods
- Past-performance evaluation
- Debriefings & protests

### Improve Your Ability to

- Develop requirements
- State objectives
- Write and respond to the statement of work
- Use specifications and standards
- Develop evaluation factors and sub factors
- Determine costs to the customer

Professor: Paul McDonald, M.B.A.

Text: Source Selection and Contract Award, AGU Press.

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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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## Contract Management and Administration (631)

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

This course covers the organization, management techniques and areas of application of the contract management/contract administration function from the government's and the contractor's viewpoint. It is based on the federal acquisition regulations, the administrative procedures used to implement them and extensive research into contract management practices in industry. You will receive the knowledge and skills essential to effective business relations between buyer and seller. Course 631 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 law, so we encourage students to take Course 603 first.

### Subjects covered include:

Contract Fundamentals; Aspects of Electronic Contracting; The Acquisition Process; Contracting Methods; Types and Kinds of Contracts; Developing Competitive Proposals; Source Selection Process; Total Ownership Costs; Contract Cost and Profit Principles; Contract Documentation; Fundamentals of Negotiation; Contract Performance; Data, Patents and Copyrights; Contract Termination and Closeout; Contractual Challenges.

### Increase Your Understanding of

- The more complex elements of contract review, execution, funding, contract performance
- Acquisition reform legislation and the resulting changes to regulations
- Management problems associated with various types of contracts

### Improve Your Ability to

- Manage day-to-day contract activities
- Organize for contract management
- Maximize Contract Performance
- Conduct Proposal Development
- Assure Quality & Compliance
- Address special terms and conditions
- Provide in-house training in contract problem-solving

Professor: Clark Adams

Text: Federal Acquisition and Contract Management, Emmett E. Hearn

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## Program Management (625)

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

This course provides a complete knowledge of program/project management. It is based on the program management procedures and processes 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. A program/project manager may deal with large projects or small, at high or low levels of an organization. In some instances, functional managers act as project managers. In other cases, projects are organized around product development teams. The scope is so wide that discussion of program management usually focuses upon limited aspects of the total. This course focuses upon the whole. It illustrates how the organizational structure and specific business and technical management systems are integrated into a total system of management to plan, organize, staff, direct, monitor, motivate and control. The principles and procedures enunciated are applicable to small and medium size projects as well as those requiring complete technical/cost/schedule/performance planning and control systems. The course is the most comprehensive and thoroughly documented course in program/project management available from any government, public or private source.

### Subjects covered include:

Management; Introduction to Program Management; Program/Project Authority; Project Organization; Planning the Project; Work Breakdown Structure; Schedules; Financial Planning; Project Integration; Work Authorization; Earned Value Management Systems; Technical Management System; Introduction to System Engineering; Trade-Off Studies; Technical Performance Measurement; Risk Management; Specification Development; Configuration Management; Interface Management; Technical/Design Reviews and Audits; Life Cycle Cost; Logistics; Software Development Process; Test and Evaluation; Transitioning from Development to Production; Production Management; Managing Small Projects.

### Increase Your Understanding of

- The program management process
- Steps in program planning
- Requirements determination
- Work definition
- Scheduling and budgeting
- Risk management techniques
- Objective performance measurement
- System engineering
- Technical management
- Program initiation & leadership
- TQM

### Improve Your Ability to

- Measure technical performance
- Organize staff & allocate resources
- Create work breakdown structures
- Motivate and direct staff
- Conduct technical reviews and audits

This popular course has been presented in public forums to more than 50,000 industry and government personnel in the U.S., Canada and Europe. Now you can have it in your home.

Professor: Paul McDonald

Text: The Program Manager's Handbook, AGU Press  
General Management Courses

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## Essentials of Management (602)

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

Because government and business organizations are being challenged more than ever before to develop new resources and markets, a demand for a new kind of manager has come to the forefront. Whether a front line supervisor or the top executive of an enterprise, the function of a manager is essentially the same. The manager/leader must be able to create vision, develop tactics, recruit and develop top-level talent, make decisions and communicate inside and outside the organization. In order to do this you must have the knowledge and ability to use today's most effective management techniques. Course 602 presents the operational theory of management and furnishes a framework of management organization. It is designed around the management functions of planning, organizing, staffing, directing and controlling. The objective of the course is to provide you with a well structured and varied knowledge of management disciplines.

### Subject covered include:

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

### Increase Your Understanding of

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

### Improve Your Ability to

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

Professor: William Ryan

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

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## Management Accounting and Control (657)

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

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

### Subjects covered include:

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

### Increase Your Understanding of

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

### Improve Your Ability to

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

Professor: Gene Murabito

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

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## Organizational Behavior & Human Resources (659)

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

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

### Subjects covered include:

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

### Increase Your Understanding of

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

### Improve Your Ability to

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

Professor: Yvette Blake

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

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## Business Research Methods (653)

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

This course is designed to provide managers in government and industry with a working knowledge of research methods and analytical techniques as they are used to implement a systematic approach to planning policies, programs and projects. Modern decision theory, which treats managerial problem-solving as the selection of the best solution from a set of alternatives, is emphasized. The course is not concerned with abstract statistical concepts, instead focusing on applicable techniques and their use in solving real-life business problems. In addition to providing a working knowledge of research methods and design, the course includes a brief, but thorough description of different tools of analysis with a description of each technique and its application. None of the techniques require sophisticated mathematical or computer implementation. Emphasis is placed on how the techniques are used and how to implement the results.

### Subjects covered include:

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

### Increase Your Understanding of

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

### Improve Your Ability to

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

Professor: James Standish

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

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## 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

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