AMERICAN GRADUATE UNIVERSITY

Master of Project Management

The Master of Project Management program is geared for industry and government professionals whose responsibilities require a sophisticated, but practical understanding of how projects and large programs are planned, organized and implemented. The Master of Project Management is an accredited graduate degree and is much sought after by professionals who are building impressive resume credentials.

Average completion time: 24 months.

Program Objectives

The Master of Project Management program provides you with a comprehensive, practical knowledge of the underpinnings of project and program management. While principles and theories are explained, the emphasis is on how to apply them in order to swiftly and efficiently plan, organize and marshal assets so that projects are completed on time, on-budget and result in a high-quality outcome. The Master of Project Management program also concentrates on motivating and directing individuals and teams as well as monitoring their performance and progress according to timetables and performance requirements.

Requirements

You must earn 36 credits to graduate. Each course is 3 credits. You must take all five general management courses. There are nine Program/Project Management courses, of which you must take seven. That allows you to tailor your project-management coursework according to the scale of projects you're involved with and also to your professional interest.

You may select either of two required courses: Program Management (625) or Managing Projects (627). Program Management focuses on managing a complex program composed of multiple projects utilizing both functional organizations and product teams. Managing Projects covers the planning and control of a single project. The other required course is Building and Leading Project Teams (671).

Of the six remaining project-management courses, you may elect to take any five to suit your own professional interest.

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.

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Program Management Courses

Start By Taking . . .

Program Management
Course 625

Or . . .

Managing Projects
Course 627

And then…

Building and Leading Project Teams
Course 671

Program Management Courses continues

Continue by selecting any five of the following six courses, in the order of your choosing . . .

Risk Analysis and Management
Course 679

Contracting and Procurement for Project Managers
Course 632

Earned Value Management Systems
Course 647

Project Quality Management
Course 687

Technical Program Management
Course 629

Negotiation for Project Managers
Course 636

General Management Courses

Start By Taking . . .

1. Essentials of Management
   Course 602

Then Take The Following Courses in this Suggested Order. . .

2. Management Accounting and Control
   Course 657
3. Organizational Behavior and Human Resources
   Course 659
4. Business Research Methods
   Course 653
5. Financial Management
   Course 661

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

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AMERICAN GRADUATE UNIVERSITY

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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AMERICAN GRADUATE UNIVERSITY

Managing Projects (627)

Tuition: $750 Credits: 3

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

Subjects covered include:

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

Increase Your Understanding of

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

Improve Your Ability to

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

Professor: Paul McDonald, M.B.A
Text: Project Manager's Handbook, AGU Press

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AMERICAN GRADUATE UNIVERSITY

Building & Leading Project Teams (671)

Tuition: $750 Credits: 3

Project management takes place in a dynamic, complex and changing environment. Successful project management depends on the technical and interpersonal skills of the project manager, the project team, and the organization managers who support the project. These skills must be integrated with the business and technical skills necessary to lead any successful project or program and achieve the cost, schedule and quality objectives with maximum customer satisfaction. Course 671 deepens your understanding of management processes, leadership styles, organizational structures and how project management fits into an organizational culture. We also investigate the relationship between organizational formats, authority and power, how to construct teams and keep them going, techniques to motivate, coach and measure performance.

Subjects covered include:

Project/Program Organization and Organizational Structures; Project Authority; Management Principles and Stakeholders; Understanding the Differences Between People; Motivation; Leadership and Followship; Project Teams and Project Structure; Introduction to Interpersonal Skills and Relationships; Communication; Problem Solving and Managing Stress; Decision Making and Managing Change; Managing People and Risk; Conflict Management; Principles and Techniques of Negotiation; Enhancing Project Performance and Productivity; Productive Meeting Management; Introduction to Managing Change; Introduction to International Projects, People, and Cultural Diversity.

Increase Your Understanding of

- The dynamics of leadership
- Role of the project manager and project team
- Motivational techniques for individuals and groups
- Communication models
- The dynamics of “followership”
- Continuous improvement methods

Improve Your Ability to

- Define responsibility and authority in projects
- Understand people’s behavior
- Create a motivated, high performance project team
- Develop leadership skills
- Solve problems and make decisions in the project environment
- Communicate effectively
- Negotiate and manage conflict

Professor: Earl Sprague

Texts: Building, Leading and Managing Project Teams, AGU Press
Organizing Projects for Success, Vijay K. Verma
Human Resource Skills for the Project Manager, Vijay K. Verma
Managing the Project Team, Vijay K. Verma

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AMERICAN GRADUATE UNIVERSITY

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

AMERICAN GRADUATE UNIVERSITY

Contracting and Procurement for Project Managers (632)

Tuition: $750 Credits: 3

This course explains the contracting process, and the roles and responsibilities in this process, to program/project managers, engineering, technical and other functional personnel. It acquaints you with proven methods for meeting quality, cost and schedule requirements in the complex world of contracting and subcontracting. The course provides: (1) a broad appreciation of the contracting process; (2) familiarization with the management problems associated with various types of contracts; and (3) training in the various types of skills needed for the anticipation, identification and solution of contract problems, together with the use of effective communication and documentation techniques. The course treats both the customer's and contractor's viewpoint. Course 632 is based on the federal government's acquisition regulations, the administrative procedures used to implement them, and extensive research into the management practices in industry.

Subjects covered include:

Contract Procedures; Laws and Regulations Governing Procurement; Uniform Commercial Code; Commercial Items Acquisition; Government Contract Law; Procurement by Sealed Bidding; Two-Step Sealed Bidding; Contracting by Negotiation/Competitive Proposals; Request for Proposal; Source Selection Procedures; Proposal Preparation; Estimating; Cost or Pricing Data; Cost, Price and Should Cost Analysis; Types of Contracts; Negotiation Techniques; Contract Terms and Conditions; Contract Administration; Contract Changes; Terminations for Default; Terminations for Convenience.

Improve Your Understanding of

- Procurement laws, regulations
- Contracting methods
- Statements of work
- Estimating and Pricing Concepts
- Contract management techniques

Increase Your Ability to

- Meet cost, quality and schedule requirements
- Participate in handling disputes

Professor: Howard Marks
Text: Contracting and Procurement, AGU Press

AMERICAN GRADUATE UNIVERSITY

Earned Value Management Systems (647)

Tuition: $750 Credits: 3

All projects and programs require formal detailed planning and control systems. Without them, the work teams and functional managers have no baseline from which to manage their activities. Furthermore, organizational teams develop their own planning with little regard for other program/project participants and overall program objectives. Course 647, therefore, concentrates on how to avoid inefficient use of scarce resources, constant re-planning, cost overruns, schedule slippages and failure to achieve technical objectives. You learn about effective systems 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. The emphasis is on practical day-to-day use of cost/schedule performance control, earned value and project-control systems to manage a program or project.

Subjects covered include:

Earned Value Management Systems; EVMS Findings; Project Work Definition and Organization; Work Breakdown Structures; Responsibility Assignment Matrixes; Control Account Formation; EVMS Project Scheduling; Budgeting and Work Authorization; Performance Measurement; Material and Subcontracts – Accounting and Indirect Costs; Monitoring and Measuring Program/Project Performance; Analysis and Forecasting; Changes, Revisions and Reengineering Earned Value for the Private Sector; Earned Value Reporting Requirements and Fiduciary Responsibilities; Earned Value in Software Projects; EVMS Implementation and Reviews.

Increase Your Understanding of

- Planning, estimating and budgeting techniques
- Work Authorization Systems
- Developing and Using Performance Metrics
- Labor and Material Management and Accounting

Improve Your Ability to

- Develop and use the WBS as a framework
- Organize and define project work
- Plan and budget
- Form a project baseline
- Choose the proper measurement tools
- Objectively measure performance
- Use trend and variance analysis
- Incorporate changes
- Maintain a project baseline

Professor: Paul McDonald, M.B.A.
Text: Earned Value Management Systems, AGU Press and Humphreys & Assoc.

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Project Quality Management (687)

Tuition: $750 Credits: 3

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, by making process-effectiveness a clear objective and by committing necessary resources. Course 687 provides you 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.

Subjects covered include:

Insight Into the Relationship Between Quality and Design, and Planning Cost; Useful Tools and Techniques; Introduction to Quality; Quality in Production 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; Tools for Process Management; Management and Strategic Information Management; Building and Sustaining Total Quality Organizations; Quality Assurance and Control; Fundamentals of Statistical Process Control; Reliability.

Increase Your Understanding of

- The relationship between quality and design
- The HR dimension of quality management
- Quality definitions

Improve Your Ability to

- Establish total-quality objectives
- Sustaining a quality organization

Professor: Yvette Blake
Text: The Management and Control of Quality, by James R. Evans and William M. Lindsay, Fourth Edition, South-Western College Publishing; Principles of Management for Quality Projects, by Michael Carruthers, International Thomson Business Press

AMERICAN GRADUATE UNIVERSITY

Technical Program Management (629)

Tuition: $750 Credits: 3

Course 629 integrates all the main aspects of technical management, including technical program planning and control, system engineering and concurrent engineering, software development, production management, test and evaluation, integrated logistics support, and program control. The procedures we impart to you are applicable to the technical management of any type or size of research, development, production or engineered construction program. The course's focus is on flexible, integrated, technical-program-management systems that can be scaled to each application, both government and commercial, and at the same time comply with specific program requirements. While it is recognized that no two programs or projects are identical, a uniform and identifiable process exists and that is what you will learn about. The course explains how to tailor both the entire system, and the various subsystems and procedures to the complexity of the task, and the life cycle phase of the system, from the requirements stage through operations and disposal.

Subjects covered include:

Product Development Process; Technical Management System; Introduction to System Engineering; Trade-Off Studies; Work Breakdown Structure; 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; Planning the Project.

Increase Your Understanding of

- Product Development Processes
- Technical Performance Planning and Measurement
- Software Development and Integration
- Configuration Management
- Specialty Engineering

Improve Your Ability to

- Tailor specifications
- Test and evaluate
- Conduct technical reviews and audits

Professor: Earl Sprague
Text: Technical Program Management, AGU Press

AMERICAN GRADUATE UNIVERSITY

Negotiation for Project Managers (636)

Tuition: $750 Credits: 3

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

Subjects covered include:

The Nature of Negotiation; Effective Planning for Negotiation; Effective Strategizing for Negotiation; Strategy and Tactics of Distributive Bargaining; Strategy and Tactics of Integrative Negotiation; Communication, Perception, and Cognitive Biases; Finding and Using Negotiation Leverage; Ethics in Negotiation; Negotiating in a Complex and Dynamic Environment; The Agency Relationship in a Negotiation; Multiparty Negotiations; Individual Differences; Global Negotiation; Managing Difficult Negotiations: Individual Approaches; Managing Difficult Negotiations: Third-Party Approaches.

Increase Your Understanding of

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

Improve Your Ability to

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

Professor: Marie Sirney
Text: Negotiation, by Roy J. Lewicki, David M. Saunders and John W. Milton, Third Edition, McGraw-Hill
Negotiation: Readings, Exercises, and Cases, Roy J. Lewicki, David M. Saunders, John W. Minton and Bruce Barry

AMERICAN GRADUATE UNIVERSITY

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

AMERICAN GRADUATE UNIVERSITY

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

AMERICAN GRADUATE UNIVERSITY

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

AMERICAN GRADUATE UNIVERSITY

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

AMERICAN GRADUATE UNIVERSITY

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