



PATTEN
UNIVERSITY

UNIVERSITY CATALOG

Academic Curriculum & Student Information

January 1, 2023 - December 31, 2023

Prospective students are encouraged to review this catalog before completing an application or signing an enrollment agreement. Prospective students are also encouraged to review our School Performance Fact Sheet which will be provided to you before signing an enrollment agreement. School Performance Fact Sheets are also available at the university website Consumer Information page.

Patten University reserves the right to make changes to the provisions of this catalog, and its rules and procedures at any time, with or without notice, subject to licensing requirements. This catalog is neither a contract nor an offer to contract but merely an outline of the programs currently offered by the university and its policies.

Revised: May 2023

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University Mission

The mission of Patten University is to develop, inspire, and empower leaders to effect global and community transformation by delivering accessible, rigorous, and practical undergraduate and graduate distance education in the areas of Christian ministry, business, leadership, management, and technology.

About the University

Patten University was founded in 1976, and is a private, non-profit university owned by Patten Educational Foundation (“PEF”) and accredited by the Distance Education Accrediting Commission.

Patten University seeks to advance students’ deepening of faith, awareness of diverse cultures and traditions, expand their ability to think critically and independently, and acquire leadership skills and technological competencies. The University is committed to preparing students to pursue their academic and career goals, while helping them integrate faith, social responsibility, and leadership into all areas of their lives. The University strives to serve students from a broad range of ethnic, geographic, and socioeconomic backgrounds.

The University is dedicated to recruiting and retaining faculty and staff who are committed to mentoring and coaching, who demonstrate integrity through scholarship, institutional improvement, and service to the larger community; and employ innovative technologies and teaching methods that meet the needs of 21st century learners. In its recruitment and retention of students, faculty, and staff, Patten University maintains openness to all qualified persons and encourages academic freedom and diversity within the context of its core values of learning, faith and community.

The University continues the legacy of Patten Educational Foundation founder Bebe Patten, who was generations ahead of her time as a courageous voice in the Christian evangelical movement, advocating for both racial and gender equality. The institution was previously named American Graduate University, and is separate from the other institution named “Patten University” founded by PEF that operated until 2020.

Since 1944, Patten Educational Foundation founded, operated and supported several educational institutions, including Patten Bible College, Patten Academy (a K-12 school), Prison University Project, and Patten University.

Goals of the University

- ◆ Meet the increasing demand for ethical leadership in business and faith-based organizations through relevant and rigorous education.

- ◆ Provide educational delivery methods that are flexible, student-centric, and cost-effective.
- ◆ Provide exemplary service to students, demonstrating a commitment to diversity and inclusion in a global environment.
- ◆ Foster an environment that encourages faculty and student engagement and uses feedback from its community to continuously improve the quality of its instruction, technology, and services.

University Objectives

The general objectives of the University for each student are to provide:

1. A foundation in ethical leadership and management principles applicable to the operation of any business, faith-based or non-profit organization.
2. The opportunity for students to actively apply ethical leadership principles to their relevant field of study or chosen career.
3. A deeper comprehension of his or her own worldview in relation to business, leadership or ministry as a whole.
4. An increased awareness of the economic, political, technological and social environment of business, leadership and ministry within a global context.
5. An increased ability to think critically and ethically, demonstrating improved levels of written, oral, quantitative, and technology based communication skills.
6. An enhanced capacity for research through increased breadth of knowledge, critical analysis and synthesis skills.

Location

The University is headquartered on its campus at 2433 Coolidge Ave, Oakland, California 94601.

Hours of Operation

The University is open Monday through Thursday, 9:00AM to 5:00PM and Friday 9:00AM to 2:00PM (Pacific Time).

Accreditation and Approvals



Distance Education Accrediting Commission

Patten University is accredited by the Distance Education Accrediting Commission (DEAC).

The Distance Education Accrediting Commission is listed by the U.S. Department of Education as a recognized accrediting agency. The Distance Education Accrediting Commission is recognized by the Council for Higher Education Accreditation (CHEA).

1101 17th Street NW, Suite 808, Washington, DC 20036

Tel: (202) 234-5100

Fax: (202) 332-1386

info@deac.org

www.deac.org

California Bureau for Private Postsecondary Education

Patten is a private institution approved to operate by the California Bureau for Private Postsecondary Education (BPPE). That approval to operate means compliance with state standards as set forth in the California Education Code (CEC) and 5, California Code of Regulations (CCR).

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to:

Bureau for Private Postsecondary Education

1747 North Market Street, Suite 225, Sacramento, CA 95834

Tel: (916) 574-8900 / (888) 370-7589

www.bppe.ca.gov

Affiliations

Patten University has a partnership with the Defense Acquisition University (DAU). DAU accepts one Patten course in fulfillment of four of their Level I and II certification courses.

Academic Calendars

Graduate Academic Calendar

Patten University utilizes a flexible, overlapping term-based structure in its graduate programs. Students may enroll in a term at the beginning of each month. Each term is 16 weeks in length, although students have access to course materials and faculty during the week after the course ends. Graduate students may enroll in one to four courses per term (3 to 12 semester credits). Students have access to all course materials and faculty during the week after the term ends.

Term	Term Start Date	Add/Drop Deadline	Last Date to withdraw with a W	Term End Date
April 2023	04/01/2023	04/08/2023	6/30/2023	07/22/2023
May 2023	05/01/2023	05/08/2023	7/30/2023	08/21/2023
June 2023	06/01/2023	06/08/2023	8/30/2023	09/21/2023
July 2023	07/01/2023	07/08/2023	9/29/2023	10/21/2023
August 2023	08/01/2023	08/08/2023	10/30/2023	11/21/2023
September 2023	09/01/2023	09/08/2023	11/30/2023	12/22/2023
October 2023	10/01/2023	10/08/2023	12/30/2023	01/21/2024
November 2023	11/01/2023	11/08/2023	1/30/2024	02/21/2024
December 2023	12/01/2023	12/08/2023	2/29/2024	03/22/2024
January 2024	01/01/2024	01/08/2024	3/31/2024	04/22/2024
February 2024	02/01/2024	02/08/2024	5/1/2024	05/23/2024
March 2024	03/01/2024	03/08/2024	5/30/2024	06/21/2024
April 2024	04/01/2024	04/08/2024	6/30/2024	07/22/2024
May 2024	05/01/2024	05/08/2024	7/30/2024	08/21/2024
June 2024	06/01/2024	06/08/2024	8/30/2024	09/21/2024

Official Holidays

All University offices are closed on:

- Martin Luther King Jr. Day
- President's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Thanksgiving Day, and the Friday following Thanksgiving
- Christmas Eve through the first business day after New Years Day.

Students still have access to their coursework during holidays.

Admissions

Statement of Non-Discrimination

Patten 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, handicap, disability, marital status, national and ethnic origin, nor any other characteristic protected under applicable federal, state, or local law in administration of its educational policies, admission policies, and other school administered programs.

Admission Requirements

Graduate Certificate Requirements

Master's Certificates provide concentrated training in focused areas based on Patten's graduate coursework. To be admitted, students must have earned a high school diploma or its equivalent (such as a GED), as well as have significant professional experience indicating their likelihood of academic success.

Graduate Degree Requirements

To be admitted into a Master's degree program, students must hold a Bachelor's degree from an institution accredited by an institutional accrediting agency recognized by the United States Secretary of Education, or its international equivalent. Three years work experience is recommended, but not required.

Official Transcripts

Official transcripts must be sent directly from previous high schools, colleges, or universities. Electronically-issued transcripts and other documentation can be sent to admissions@patten.edu.

Paper-based transcripts and records should be sent to:

Patten University - Transcript Office
548 Market St PMB 98598
San Francisco, CA 94104-5401

Foreign Educational Credentials

An applicant who has completed university-level courses in a foreign country must have their educational credentials evaluated and sent to Patten University. The credit evaluation report must also

include the original transcript. If the transcript is not in English, a translation must be provided. Three reputable foreign credential evaluation service providers are suggested below.

World Education Services (WES – <http://www.wes.org/>)

Educational Credentials Evaluators, Inc. (ECE – <http://www.ece.org/>)

International Education Research Foundation (IERF – <http://www.ierf.org/>)

Proof of English Proficiency

Patten University requires proof of English proficiency from students for whom English is not their native language. Students who have earned at least 30 credits from an internationally-recognized college or university in which English was the language of instruction may have this requirement waived. In this instance, an average grade of C or higher is required for undergraduate admissions, while an average grade of B or higher is required for graduate admissions.

TOEFL iBT - <https://www.ets.org/toefl.html>

Minimum Score:

Undergraduate: 61

Master's: 71

How to Submit:

Select Patten University or Designated Institution Code 4620

IELTS - <https://www.ielts.org>

Minimum Score:

Undergraduate: 6.0

Master's: 6.5

How to Submit:

Account Name: Patten University

Address:

Admissions and Registrar

548 Market St PMB 98598

San Francisco, CA 94104

United States

Score Delivery: E-Delivery

Duolingo - <https://englishtest.duolingo.com/applicants>

Minimum Score:

Undergraduate: 95

Master's: 100

How to Submit:

See: <https://englishtest.duolingo.com/applicants>

Pearson Test of English (PTE) - <https://www.pearsonpte.com/>

Minimum Score:

Undergraduate: 44

Master's: 50

How to Submit:

1. Select Patten University as an official test score recipient from PTE database of institutions.

OR

2. Send your Score Report Code to admissions@patten.edu

Technology Requirements

In order to fulfill the requirements of the Patten course curriculum, all students are required to have access to an internet-enabled device with a web-browser, an email account, a word-processing program, and a spreadsheet program. Microsoft Office or Google Suite is sufficient.

Admissions Policies

Application Instructions for Admission

The application may be found on the Patten University website at www.patten.edu.

Accommodations for Students with Disabilities

Applicants and prospective or current students with disabilities who require adjustments and/or auxiliary aids throughout the admissions process, and/or throughout their studies should contact the Director of Admissions and Student Achievement for assistance. It is the student's responsibility to request accommodations and to provide current and supporting documentation from a medical doctor or clinician explaining the nature and limitations of their disability. The institution will work with the person to make reasonable accommodations and adjustments to enable him/her to fully participate in the admissions process and educational programs.

Transfer Credit

Students may receive transfer credit for courses taken at other accredited educational institutions. Approval for specific courses will be established individually on the basis of breadth, scope, organization, and quality of work offered in relation to the courses required by Patten University. An applicant who wishes to receive such an evaluation must provide official college transcripts from the transferring institution. Because course content and instructional quality varies across institutions, transfer of credit is at the sole discretion of Patten University. Transcripts from non-US based institutions must be evaluated by an appropriate third party.

Graduate Transfer Credit

Only grades of B or higher will be considered for graduate credit. Transfer credits that are recognized and accepted by Patten University are not factored into the calculation of the student's grade point average.

No more than 6 semester credits (two courses) will be accepted for transfer credit into Master's degree programs.

No more than 3 semester credits (one course) will be accepted for transfer credit into Graduate certificate programs.

If an applicant's request for graduate-level transfer credit is denied, they may appeal the decision to the Patten Chief Academic Officer (nate@patten.edu). The appeal should include the name of the Patten course, the name of the institution, the previous course taken, and a detailed explanation, with supporting material, of why the applicant believes the course taken at another institution is similar in content to the Patten course.

First Term Registration

A newly accepted student at Patten must enroll in their first term within 90 days of acceptance. A student is subject to unenrollment from the University if they do not meet this requirement.

Enrollment Prior to Admission

Students are eligible to register for a single term while they complete the application process, including providing the university any required documentation for admission. Students may not enroll in a subsequent term unless or until they have met all requirements.

Student Verification

Students are required to submit a photo identification as part of their application so that student identity can be verified during proctored examinations. All students are issued a student ID number.

Notice Regarding Transferability of Credits Earned at Patten University

The transferability of credits you earn at Patten University is at the complete discretion of an institution to which you may seek to transfer. Acceptance or recognition of the certificate or degree you earn is also at the complete discretion of the institution to which you may seek to transfer. If the credits, certificate or degree that you earn at Patten are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at Patten will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Patten University to determine if your credits, certificate or degree will transfer or be recognized.

Academic Policies

Academic Load

Graduate

Graduate students may take between one and four courses per term (3 to 12 semester credits). A full-time course load is considered three or more courses (9+ semester credits) per term; a part-time course load is considered two or fewer courses (6 or less semester credits) per term. Because of the significant workload associated with graduate-level courses, students should consult with the Director of Admissions and Student Achievement *prior* to registering for more than three courses in a term.

Each term is 16 weeks in length. Students have access to all course materials and faculty during the week after the term ends.

Credit Hour Definition

Patten University utilizes the commonly accepted definition of semester credits (also referred to as "units") to measure its academic courses and programs. One semester credit is the equivalent of 15 hours of academic engagement and 30 hours of preparation. Accordingly, each 3-unit course offered by Patten University is normally achieved via 45 hours of academic engagement and 90 hours of preparation.

Grading Policy

Graduate Grading Policy

The course grade is the weighted average of the individual course module assignments, quizzes, midterm examinations, projects, final papers and/or final examinations as determined by the course syllabus. In most courses the lesson examinations (which may include a project) are worth approximately 80%, while the final examination is worth approximately 20%. Patten calculates grades numerically, which are then converted to final letter grades. Students must receive a minimum grade of 80% for each course.

Grades	Quality Points
A (90-100%)	A = 4.0
B (80-89%)	B = 3.0
F (Below 80%)	F = 0.0

Students may view their grades at any time by logging into the Learning Management System.

Grade of "W" (Withdraw) - Graduate

Graduate students may be issued a grade of W (Withdraw) if they withdraw by midnight of the last day of Week 12 of the term (see [Graduate Academic Calendar](#)). The grade of W does not factor into the calculation of a student's GPA.

Grade of "F/I" (Fail/Incomplete) - Graduate

Graduate students who withdraw after the Week 12 deadline will receive the grade of F/I (Fail/Incomplete). The grade of F/I is worth zero quality points, and does factor into a student's GPA.

Grade of "I" (Incomplete) - Graduate

A grade of I (Incomplete) may be granted, under rare circumstances, only if a student has attempted at least 60% of points for graded coursework, can provide a serious and compelling reason for an extension of the regular term length, can mathematically pass the course with a satisfactory grade on any outstanding assignment(s), and is not on academic probation.

Students must request the "Incomplete" from the course instructor and Director of Admissions and Student Achievement prior to attempting the final summative assignment of the course, who will jointly determine if an incomplete grade is warranted. Students may be allowed up to 21 days from the end of the term to resolve an incomplete, after which time the grade will be calculated based on the total points earned. A student is allowed only one attempt on a final project or final exam within the incomplete period.

Repeating Courses

A student may choose to repeat a course if they have received a non-passing grade or if it is necessary to raise their GPA in order to meet the University's Satisfactory Academic Progress policy. When a student repeats a course and receives a higher grade, the higher of the grades will be used for calculating the GPA.

Registration and Adding/Dropping of Courses

Graduate Student Registration

Graduate students may self-register in Patten's Learning Management System, or may be registered by the institution's Registrar. Graduate students are free to add and drop classes prior to the seventh day of the term (see [Graduate Academic Calendar](#)).

To drop a class after this deadline, or to withdraw from the University, undergraduate students must contact the Registrar at registrar@patten.edu.

Program Transfer

Currently-enrolled students who wish to transfer into another program may contact the Registrar for assistance. Transferring into another program may require the submission of additional information or completion of additional requirements. It may result in the inability to apply credits that have already been earned to the new program. Transfer credit that has already been awarded may be affected by a program transfer.

Requirements for Graduation

Graduate Degree Programs

To receive the degree, the student must meet the following requirements:

- ◆ Successfully complete the courses required for the degree program within seven (7) years with a GPA of 3.0 or higher
- ◆ Successfully complete a written comprehensive examination or Final Project.
 - Graduate students pursuing a [Master of Leadership](#) or [Master of Project Management](#) must complete either a comprehensive examination or university-approved Final Project.
 - Graduate students pursuing any [Master of Business Administration](#) degree must complete a Final Project.
- ◆ Clear any past-due balances

Graduate Certificate Programs

To receive the certificate, the student must successfully complete the courses required for the certificate program within seven (7) years with a GPA of 3.0 or higher.

Satisfactory Academic Policy

Graduate Satisfactory Academic Progress Policy

Graduate students must complete all registered courses within the standard 16 week term. Students who do not complete registered courses within this term will be subject to a grade of W, F/I, or I, depending on their date of withdrawal from the course and the institution's policy on [Incomplete grades](#).

Graduate students must maintain a minimum cumulative grade point average of 3.0.

Academic Probation

If a graduate student receives a failing grade (less than 80%) in two courses within the same term, or if they fail to maintain a minimum cumulative grade point average of 3.0, they will be placed on

academic probation. The student may then take only one additional course while retaking the failed courses in their subsequent term. If a student does not clear the academic probation within one calendar year, they will be subject to dismissal from Patten.

Unsatisfactory Progress

Graduate students must show regular progress toward completion of their degree or certificate program by satisfactorily completing at least one course per year. Students not showing this level of academic progress are subject to dismissal from the University.

Maximum Timeframe

Students enrolled in a graduate degree or certificate program must complete their program within seven (7) years.

Dismissal

Students are subject to dismissal from the University if they do not resolve their academic probation status within one calendar year, do not complete at least one course per calendar year, or do not complete their program within seven (7) years.

Leave of Absence

Students may receive a leave of absence by contacting the Director of Admissions and Student Achievement and stating the reason for their request and the expected date of return. All leaves of absence must be approved by the University in advance. Students are exempt from the institution's Unsatisfactory Progress policy while on Leave of Absence.

Appeals

Patten understands that its graduate students are working adults with competing priorities and responsibilities. Patten wants its students to succeed and to graduate, and will work to make reasonable accommodations for each student's situation.

If a student has been dismissed from Patten University based on a violation of its Satisfactory Academic Progress policies, the student may petition the University for readmission. Any decision to dismiss a student may be appealed to the Chief Academic Officer, Patten University, 2433 Coolidge Ave, Oakland, CA 94601 or by email to nate@patten.edu.

Proctoring

Patten University requires proctored quizzes and examinations at regular intervals throughout its programs. Proctors may not be a past or present family member, a work subordinate, a current/previous student of Patten University, or related to a current/previous student of Patten University.

Before taking a proctored quiz or examination, both students and proctors electronically attest that they do not have a relationship which would call into question the proctor's impartiality. The proctor must additionally electronically submit a Proctor Attestation Form, including a copy of both their's and the student's government-issued photo identification.

Statement on Academic Integrity

Patten 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 Code of Conduct and Academic Integrity Policy

Students at Patten are expected to adhere to high standards of ethics in the pursuit of their education. As a condition of enrollment, students agree to:

- ◆ Conduct themselves with professionalism, courtesy and respect for others in all dealings with the Patten staff, faculty, and other students.
- ◆ Observe the institutional policies and rules on submitting work, taking examinations, and conducting research.
- ◆ Never turn in work that is not their own, or present another person's ideas as their own.
- ◆ Never ask for, receive, or give unauthorized help on graded assignments and examinations.
- ◆ Never use short excerpts or quotations from books, articles or other publications without citing the publication and author.
- ◆ Never divulge the content of or answers to examinations to fellow students.
- ◆ Adhere to all required proctoring requirements.
- ◆ Never improperly use, destroy, forge or alter Patten's documents, transcripts, or other records.
- ◆ Never divulge their online username or password.
- ◆ Always report any violations of this Code of Conduct to the Chief Academic Officer (nate@patten.edu), and report any evidence of cheating, plagiarism or improper conduct on the part of any student of Patten when they have direct knowledge of these activities.

Student Records and Privacy

In compliance with California Education Code Sec. 94900 and 5, California Code of Regulations Sec. 71920, Patten maintains permanent records, including transcripts, for each student. Students who wish for an official transcript may contact the Registrar at registrar@patten.edu. Official transcripts require a nominal fee of \$20.

Patten University protects the privacy rights of its students. Student education records are held confidential in accordance with Family Educational Rights and Privacy Act (FERPA) and university best practices. Written student consent is required for access and release of student records information.

Students may inspect and review their educational records upon written request to the Registrar at registrar@patten.edu. Should a student find, upon review, records that are inaccurate or misleading, the student may request that errors be corrected. In the event that a difference of opinion exists regarding the existence of errors, a student may ask that a meeting be held to resolve the matter. Each student's file will contain student's records, including a transcript of grades earned. Transcripts will only be released to the student upon receipt of a written request bearing the student's signature or digital equivalent. No transcript will be issued until all tuition and other fees due the institution are paid.

Student Complaints and Grievances

In the event that any student has a complaint, grievance, or dispute with the University's procedures, policies, or decisions, the student has the right to seek a satisfactory resolution.

First, the student should discuss the matter directly with the instructor or Patten staff member. The instructor or staff member will attempt to resolve the matter professionally and in good faith. If the matter cannot be settled at this level, the second step is for the student to file a written complaint to Patten Student Services, 2433 Coolidge Ave, Oakland, CA 94601, or at studentservices@patten.edu. The complaint should include a description of the specific allegations and the desired remedy, accompanied by any necessary documentation. Student Services can, if necessary, submit the complaint to the University President for final resolution. Student Services or the President will issue a formal reply to the student within ten working days.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the Bureau's internet website (www.bppe.ca.gov).

Additionally, a complaint can be filed with Patten's accrediting agency, the Distance Education Accrediting Commission (DEAC) through the DEAC website (<http://www.deac.org/Student-Center/Complaint-Process.aspx>), or 110117th Street NW, Suite 808, Washington, DC 20036.

Students who are residents of Georgia may file a complaint with the GNPEC Office, 2082 East Exchange Place, Suite 220, Tucker, GA 30084-5305. Ph: (707) 414-3300
<https://gnpec.georgia.gov/student-complaints>

For students residing outside of California and Georgia, there may be additional resources for filing grievances/complaints. Please see the State Higher Education Executive Officers Association website: http://www.sheeo.org/sheeo_surveys/.

Tuition and Fees

Students who enroll at Patten University assume responsibility for the payment of all tuition and fees in accordance with the policies set forth below.

Graduate Degree and Certificate Tuition

For all graduate programs, students are charged tuition on a per-term basis. Each term is 16 weeks in length. Standard graduate tuition is \$330 per credit hour (\$990 per course).

Total estimated charges below are based on on-time completion of the program. Actual costs may vary due to transfer credit, or repeated courses.

Master of Project Management (36 credits, 12 courses)

Tuition: \$330 per credit hour or \$990 per course

Total estimated charges for the program for domestic students completing on time: \$11,880

Master of Leadership and Management (36 credits, 12 courses)

Tuition: \$330 per credit hour or \$990 per course

Total estimated charges for the program for domestic students completing on time: \$11,880

Master of Business Administration Degree Program (36 credits, 12 courses)

Tuition: \$330 per credit hour or \$990 per course

Total estimated charges for the program for domestic students completing on time: \$11,880

Master of Business Administration with Concentration in Project Management Degree Program (48 credits, 16 courses)

Tuition: \$330 per credit hour or \$990 per course

Total estimated charges for the program for domestic students completing on time: \$15,840

Master's Certificate Programs (6 courses)

- ◆ Project/Program Management
- ◆ Financial Management and Pricing
- ◆ Management

Tuition: \$330 per credit hour or \$990 per course

Total charges for the program for students completing on time: \$5,940

Active Duty Military Students - Graduate Tuition Discount

Patten offers a reduced graduate tuition rate of \$200 per credit (\$600 per course) to active duty military graduate students who are not eligible for tuition assistance or VA benefits programs.

International Graduate Student Tuition

The tuition for international graduate students is \$370 per credit (\$1,110 per course).

Graduate Withdrawals and Refunds

After the add/drop period of 7 days from the first day of the term, during which the student may [cancel their enrollment agreement](#) or adjust the number of courses for which they are registered, the student may withdraw from the University and receive a pro rata refund if they have completed 60% or less of the term.

For purposes of determining a refund, a student shall be considered to have withdrawn from an educational program when he or she withdraws or is deemed withdrawn in accordance with the withdrawal policy stated in this institution's catalog. Students who withdraw or are administratively withdrawn will receive a refund of tuition according to the following table:

Week of Withdrawal	Tuition Refund	Week of Withdrawal	Tuition Refund
Week 1	100%	Week 9	50%
Week 2	100%	Week 10	43%
Week 3	88%	Week 11	0%
Week 4	81%	Week 12	0%
Week 5	75%	Week 13	0%
Week 6	69%	Week 14	0%
Week 7	62%	Week 15	0%
Week 8	56%	Week 16	0%

For example, if a graduate student who is registered for 6 units and paid \$1,980 withdraws from the university during their fifth week of the term, the student would receive a refund of \$1,485:

$ \$1,980.00 \quad \times \quad \begin{matrix} 75\% \\ \text{(Student withdraws during Week 5} \\ \text{of the term)} \end{matrix} \quad = \quad \$1,485.00 $

If the school cancels or discontinues a course or education program, the school will make a full refund of all charges.

All refunds will be paid within 30 days of cancellation or withdrawal.

If the student has received federal student financial aid funds, the student is entitled to a refund of moneys not paid from federal student financial aid program funds. However, Patten does not participate in federal and state financial aid programs.

Veterans

Note: Patten University is not currently approved for the enrollment of new students who wish to apply their benefits under the provisions of Section 3672, Title 38, U.S. Code (“VA Benefits”). The information below is provided for currently-enrolled students, who are permitted to use their VA Benefits through the duration of their program.

Students must first be accepted as a Patten degree or certificate candidate before the University can certify course enrollments. Students using Chapter 30, Montgomery GI benefits must pay tuition upon registration after which the VA office reimburses the student directly by check or direct deposit. Students using Chapter 33, Post 9/11 benefits who have 100% benefits are not required to pay any tuition upon registration since the VA reimburses Patten directly for the tuition. However, if the student has less than 100% benefits they are responsible for paying the remaining percentage upon registration.

Contact the Department of Veterans Affairs online at www.gibill.va.gov (or toll-free at 1-888-442-4551) for eligibility and to request any necessary forms.

The following table equates Patten graduate semester credits with VA benefit levels:

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

Student’s Right to Cancel

Students have the right to cancel and obtain a refund of charges paid through attendance at the first class session, or the tenth day after enrollment, whichever is later.

If a student cancels their enrollment agreement, they may obtain a refund of 100% of charges paid, less an amount of \$100.00 for graduate students if applicable lesson materials or textbooks have already been provided to the student, if notice of cancellation is made prior to midnight of the tenth day of the term. Cancellation is effective on the date written notice is sent to the institution.

A cancellation may be effectuated by the student's written notice or by the student's conduct, including, but not necessarily limited to, a student's lack of attendance. Students wishing to cancel their enrollment agreement should contact admissions@patten.edu.

After the tenth day of enrollment of the term, a student may withdraw for a partial refund. See [Graduate Withdrawals and Refunds](#).

All refunds will be paid within 30 days of cancellation.

Student Loans

Patten University does not offer student loans and does not participate in federal or state student financial aid programs. If a student obtains a loan to pay for an education program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund.

If the student is eligible for a loan guaranteed by the federal or state government and the student defaults on the loan, both of the following may occur:

- ◆ The federal or state government or a loan guarantee agency may take action against the student, including apply any income tax refund to which the person is entitled to reduce the balance owed on the loan.
- ◆ The student may not be eligible for any other federal student aid at another institution or other government assistance until the loan is paid.

If the student has received federal student financial aid funds, the student is entitled to a refund of the monies not paid from federal student financial aid program funds. Patten University does not participate in federal or state student aid programs.

Student Tuition Recovery Fund

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you

are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school.

Questions regarding the STRF may be directed to:

The Bureau for Private Postsecondary Education
1747 North Market Blvd., Suite 225 Sacramento, CA 95834
(916) 574-8900 or (888) 370-7589

To be eligible for STRF, you must be a California resident or enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

- ◆ The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
- ◆ You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
- ◆ You were enrolled at an institution or a location of an institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before the closure.
- ◆ The institution has been ordered to pay a refund by the Bureau but has failed to do so.
- ◆ The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
- ◆ You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
- ◆ You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of non collection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number of a taxpayer identification number.

Graduate 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 leadership and management disciplines and technological, environmental and political trends in order to achieve organizational and societal goals.

Patten University serves as an institution of higher learning for persons engaged in the areas of leadership, management, business, and project 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 rigorous and intellectually demanding programs leading to a Master of Project Management (MPM) degree, a Master of Leadership and Management (MLM) degree, or a Master of Business Administration (MBA) with a General Management or Project Management concentration. 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 their organization and industry, so that their education will have meaning to all three.

Instructional Modality

The University's graduate programs feature an online, self-paced modality, providing a high-quality and convenient method of pursuing a graduate degree or certificate program. These distance education programs are designed for the adult who has family, job and community responsibilities.

Courses can start each month, and are offered in 16 week terms. Students engage with the material and interact with faculty via the University's learning management system.

Course material is structured progressively, such that learning moves from the simple to the more complex, with review exercises and low-stakes assessments offered frequently to ensure that students can easily absorb the material. Additionally, a number of case studies and exercises are assigned in each course illustrating actual, real-world problems. The major objectives of the cases and exercises are to encourage the student to engage in independent thinking, apply their learning to real-world situations, and assist in developing skill in using the knowledge imparted in the course.

Master of Acquisition Management

(not accepting new enrollment)

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.

Program Learning Outcomes

The overall Program Learning Outcomes are for each student to be able to: (1) demonstrate a knowledge of the core principles of acquisition management; (2) demonstrate knowledge of the various management functions directly related to leading and managing contracts and programs in the Federal Government; (3) explain the various aspects of the modern government acquisition environment; (4) apply analytical skill in the research and solution of problems; and (5) demonstrate readiness for career advancement.

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 within seven years of enrollment in the program.

The courses may all be taken through distance education. Please see [Tuition and Fees](#) section for course fees or visit Patten's website at www.patten.edu.

Master of Acquisition Management	
Acquisition/Contracting Courses <ul style="list-style-type: none"> ◆ ACC 601 - Federal Government Contracting ◆ ACC 603 - Government Contract Law ◆ ACC 619 - Pricing and Financial Management ◆ PMP 627 - Managing Projects 	General Management Courses <ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management ◆ BUS 657 - Management Accounting and Control ◆ BUS 653 - Business Research Methods

- ◆ ACC 631 - Contract Management and Administration
 - ◆ ACC 635 - Negotiation – Principles and Practices
 - ◆ ACC 651 - Source Selection and Contract Award
 - ◆ BUS 659 - Organizational Behavior and Human Resources
 - ◆ BUS 661 - Financial Management
 - or
 - BUS 663 - Management Economics
 - or
 - BUS 695 - Management Information Systems
- *Comprehensive examination or University-approved Final Project is 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.

Program Learning Outcomes

The overall Program Learning Outcomes are for each student to be able to: (1) demonstrate a structured yet varied knowledge of the theory and practice of program and project management; (2) explain the role of project managers and the strategies, tactics and functions associated with the leadership and management of an entire project/program or portfolio; (3) demonstrate a facility in critical analysis, communication, and quantitative and integrative skills; (4) identify the relationship of

the project interests to overall industry and government operations; (5) recognize the proper relationship of basic principles to the changing techniques used to implement them; and (6) demonstrate readiness for career advancement.

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.

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 within seven years of enrollment in the program.

The courses may all be taken through distance education. Please see [Tuition and Fees](#) section for course fees or visit Patten's website at www.patten.edu.

Master of Project Management	
Project/Program Management Courses ◆ PMP 627 - Managing Projects <i>or</i> PMP 625 - Program Management <i>or</i> PMP 628 - Mastering IT Project Management ◆ PMP 629 - Technical Program Management** ◆ PMP 632 - Contracting and Procurement for Project Managers ◆ PMP 636 - Negotiation and Conflict Resolution ◆ PMP 647 - Earned Value Management Systems ◆ PMP 671 - Building and Managing Project Teams* ◆ PMP 679 - Risk Analysis and Management ◆ PMP 687 - Project Quality Management	General Management Courses ◆ BUS 602 - Essentials of Management* ◆ BUS 653 - Business Research Methods* ◆ BUS 657 - Management Accounting and Control* ◆ BUS 659 - Organizational Behavior and Human Resources* ◆ BUS 661 - Financial Management <i>or</i> BUS 663 - Management Economics <i>or</i> BUS 695 - Management Information Systems
<p>– Comprehensive examination or University-approved Final Project is required. – Each course is 3 semester units. – Program requires completion of 36 semester units. *Courses marked with an asterisk are required. Other courses are electives. **PMP 629 cannot be taken if a student takes PMP 625.</p>	

Master of Contract Management

(not accepting new enrollment)

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

Program Learning Outcomes

The overall Program Learning Outcomes are for each student to be able to: (1) demonstrate a knowledge of the core principles of contract management; (2) demonstrate knowledge of the various management functions directly related to leading and managing contracts in the Federal Government; (3) explain the various aspects of the modern government contracting environment; (4) apply analytical skill in the research and solution of problems; and (5) demonstrate readiness for career advancement.

Degree Requirements

The Master of Contract Management program is organized into a block of five general management courses and a block of seven contracting 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 within seven years of enrollment in the program. The courses may all be taken through distance education. Please see [Tuition and Fees](#) section for course fees or visit Patten's website at www.patten.edu.

Master of Contract Management	
Acquisition/Contracting Courses <ul style="list-style-type: none"> ◆ ACC 601 - Federal Government Contracting ◆ ACC 603 - Government Contract Law ◆ ACC 613 - Business Development and Proposal Preparation ◆ ACC 619 - Pricing and Financial Management ◆ PMP 627 - Managing Projects ◆ ACC 631 - Contract Management and Administration ◆ ACC 635 - Negotiation – Principles and Practices 	General Management Courses <ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management ◆ BUS 653 - Business Research Methods ◆ BUS 657 - Management Accounting and Control ◆ BUS 659 - Organizational Behavior and Human Resources ◆ BUS 661 - Financial Management <i>or</i> BUS 663 - Management Economics <i>or</i> BUS 695 - Management Information Systems
<p><i>–Comprehensive examination or University-approved Final Project is required.</i></p> <p><i>– Each course is 3 semester units.</i></p> <p><i>– Program requires completion of 36 semester units.</i></p>	

Master of Supply Chain Management

(not accepting new enrollment)

Purpose of the Program

Effective supply chain management is essential to an organization's success. Supply chain performance contributes directly to the financial and operational efficiency of both corporate and government entities. Supply chain management is not only concerned with the steps in the procurement process, but also the requirements generation process and post- award activities including other logistics activities such as receiving, inspection, materials handling, transportation storage, and distribution.

The purpose of the MSCM program is to help improve students' work capabilities and to prepare themselves for increasing supply chain 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.

This program provides a practical framework for how organizations manage the enterprise- wide functions of supply in today's business environment with focus on supply chain management issues. The program covers the conduct and management of the supply chain management function – how that function interacts with the other principal business functions, including product development, marketing, operations, finance and logistics – the conduct of the supply chain process, including the integration of requirements determination, supplier development, qualification and selection – and supplier relations and performance.

In this program, rather than studying these topics in unrelated units of information, the general knowledge, techniques and skills associated with specific areas of supply chain management 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 supply chain management.

Program Learning Outcomes

The overall Program Learning Outcomes are for each student to be able to: (1) demonstrate a knowledge of the core principles of supply chain management; (2) demonstrate knowledge of the various management functions directly related to managing supply chain activities; (3) explain the various aspects of the modern supply chain management environment; (4) apply analytical skill in the research and solution of problems; and (5) demonstrate readiness for career advancement.

Degree Requirements

The Master of Supply Chain Management program is organized into a block of five general management courses and a block of seven supply chain management 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 supply chain management courses provide the student both the theory and working knowledge of the supply chain management field including the areas of purchasing and supply management, law and contracts, supply chain management, cost and price analysis, negotiation, logistics management, and project management.

The student must successfully complete each course and then pass a program comprehensive examination or complete an approved project within seven years of enrollment in the program.

The courses may all be taken through distance education. Please see [Tuition and Fees](#) section for course fees or visit Patten's website at www.patten.edu.

Master of Supply Chain Management	
Supply/Chain Management Courses <ul style="list-style-type: none"> ◆ SCM 605 - Supply Management ◆ BUS 608 - Law and Contract ◆ SCM 615 - Supply Chain Management ◆ SCM 614 - Logistics Management in Government Acquisition <li style="text-align: center;"><i>or</i> SCM 616 - Global Logistics Management ◆ ACC 619 - Pricing and Financial Management <li style="text-align: center;"><i>or</i> SCM 620 - Price and Cost Analysis ◆ PMP 627 - Managing Projects ◆ ACC 635 - Negotiation – Principles and Practices 	General Management Courses <ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management ◆ BUS 610 - Operations Management ◆ BUS 653 - Business Research Methods ◆ BUS 657 - Management Accounting and Control ◆ BUS 659 - Organizational Behavior and Human Resources
<p>– Comprehensive examination or University-approved Final Project is required. – Each course is 3 semester units. – Program requires completion of 36 semester units.</p>	

Master of Leadership and Management

Purpose of the Program

It has been said that a person can be a leader or a manager. The modern world requires that, for success in any field, people have the knowledge and skill of both. This program provides a broad-based education in leadership and management principles and practices that will enable working professionals to navigate the ever changing world of complex organizations. The program combines the traditional approaches of leadership and management with the emerging ideas necessary for leading organizations in the 21st century.

The program provides a holistic perspective to the fields of leadership and management. Certain courses explore more specialized areas such as organizational development, behavior and change management, cross-cultural management, leading innovation, negotiation and conflict management, and team building. Other courses provide a detailed knowledge of the quantitative and qualitative tools for research, critical thinking and decision-making.

The MLM program is designed to produce superior leaders with a management background and increased skills for today's marketplace.

Program Learning Outcomes

The overall objectives of this program are for the student to be able to: (1) demonstrate a structured knowledge of leadership principles and practices; (2) demonstrate a structured knowledge of management principles and practices; (3) assess and use the various techniques for organizational design and change; (4) explain how leadership and management practices are used in a cross-cultural relationship; (5) apply analytical skill in the research and solution of problems; (6) demonstrate facility in critical thinking and ethical decision-making; and (7) develop and use communication, negotiation, quantitative and synthesizing techniques.

Degree Requirements

The Master of Leadership and Management program is organized into a curriculum of leadership and management courses that stress the core principles and practices as well as new approaches to leading and managing any organization.

The student must complete a total of twelve courses totaling a minimum of 36 semester credits and then complete a program comprehensive examination or complete an approved project within seven years of enrollment in the program.

The courses may all be taken through distance education. Please see [Tuition and Fees](#) section for course fees or visit Patten's website at www.patten.edu.

Master of Leadership and Management

- ◆ BUS 602 - Essentials of Management
- ◆ BUS 607 - Communications and Ethics
- ◆ LDR 611 - Leading Creativity and Innovation
- ◆ BUS 612 - Leadership Principles and Practices
- ◆ PMP 636 - Negotiation and Conflict Resolution
- ◆ BUS 653 - Business Research Methods
- ◆ BUS 659 - Organizational Behavior and Human Resources
- ◆ LDR 668 - Cross-Cultural Management
- ◆ LDR 669 - Critical Thinking and Decision Analysis
- ◆ LDR 670 - Organizational Theory, Design and Change
- ◆ PMP 671 - Building and Managing Project Teams
- ◆ LDR 676 - Advanced Approaches in Leadership

- *Comprehensive Examination or University-approved Final Project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 36 semester units.*

Master of Business Administration

Purpose of the Program

This program offers a broad-based education in business operations designed for working professionals who wish to advance or enhance their working careers. The MBA program emphasizes core business principles and the latest concepts, practices and skills needed in today's marketplace.

The program presents an overall management perspective. Certain courses provide a detailed knowledge of management principles as they are related to the individual functional areas such as marketing, operations, finance, and accounting. Other courses provide knowledge of the quantitative and qualitative tools of management and strengthen the students' understanding of the human, social, organizational, governmental, and environmental problems associated with business.

Students may choose either a traditional General Management MBA, or an MBA with a concentration in Project Management.

In addition to their core MBA degree, students can earn a Master's Certificate in Management as they work toward the completion of their MBA program. Attaining this resume-building Certificate can help students continue to excel in their career while earning a degree and without adding courses or tuition costs.

Program Learning Outcomes

The overall Program Learning Outcomes are for each student to be able to: (1) demonstrate a structured knowledge of leadership and management principles and practices; (2) show the ability to use the basic functional elements necessary for business operations; (3) explain the evolving business environment; (4) recognize the proper relationship of basic business principles to the changing techniques used to implement them; (5) demonstrate a facility in critical analysis, communication, and quantitative and synthesizing skills; and (6) demonstrate an increase in skills and experience for today's competitive marketplace.

Degree Requirements

The MBA Program is organized into a block of core management courses and a block of concentration 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 courses in a concentration provide the student with both the theory and a working knowledge of that particular field.

The student must successfully complete courses totaling a minimum of 36 semester units in the program and complete an approved project within seven years of enrollment in the program.

The courses may all be taken through distance education. Please see [Tuition and Fees](#) section for course fees or visit Patten’s website at www.patten.edu.

Master of Business Administration

The objective of this traditional MBA program is to provide a well structured, yet varied knowledge of the principles and practices of management. It offers the opportunity to study the role of the senior manager, and to learn the strategies, tactics, and functions associated with the leadership and management of an entire enterprise, in addition to the individual functions that make up business organizations.

This program is designed to produce superior managers, provide a generalist perspective, and increase the marketability of the participant’s skills and experience in today’s competitive marketplace.

Master of Business Administration	
<ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management ◆ BUS 606 - Marketing ◆ BUS 607 - Communications and Ethics ◆ BUS 608 - Law and Contracts ◆ BUS 610 - Operations Management ◆ BUS 612 - Leadership Principles and Practices ◆ BUS 653 - Business Research Methods 	<ul style="list-style-type: none"> ◆ BUS 657 - Management Accounting and Control ◆ BUS 659 - Organizational Behavior and Human Resources ◆ BUS 661 - Financial Management ◆ BUS 663 - Management Economics ◆ BUS 665 - Strategy and Business Policy <i>(must be taken last)</i>
<ul style="list-style-type: none"> – University-approved Final Project is required. – Each course is 3 semester units. – Program requires completion of 36 semester units. 	

Master of Business Administration – Project Management

Concentration

Project and program managers must be able to integrate business and project goals. They must possess an overall management perspective that allows them to achieve their organization’s strategic and tactical objectives. Project managers must be able to mesh their organization’s business needs with human, business and technical management systems to meet or exceed project or program objectives while maximizing customer satisfaction.

The purpose of this MBA program concentration is to provide a solid grounding in management principles and techniques, followed by a focus on project management principles and skills. This degree program imparts a rigorous education needed to develop competence in managing and leading any size project or program as well as the overall management and operation of a business.

Master of Business Administration <i>Project Management Concentration</i>	
Core Management Courses <ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management* ◆ SCM 605 - Supply Management ◆ BUS 606 - Marketing* ◆ BUS 610 - Operations Management* ◆ BUS 653 - Business Research Methods* ◆ BUS 657 - Management Accounting and Control* ◆ BUS 659 - Organizational Behavior and Human Resources* ◆ BUS 661 - Financial Management* ◆ BUS 695 - Management Information Systems* 	Project/Program Management Courses <ul style="list-style-type: none"> ◆ PMP 627 - Managing Projects <li style="padding-left: 20px;"><i>or</i> ◆ PMP 625 - Program Management <li style="padding-left: 20px;"><i>or</i> ◆ PMP 628 - Mastering IT Project Management ◆ PMP 629 - Technical Program Management** ◆ PMP 632 - Contracting and Procurement for Project Managers ◆ PMP 636 - Negotiation and Conflict Resolution ◆ PMP 647 - Earned Value Management Systems ◆ PMP 671 - Building and Managing Project Teams* ◆ PMP 679 - Risk Analysis and Management* ◆ PMP 687 - Project Quality Management*
<p>– University-approved Final Project is required. – Each course is 3 semester units. – Program requires completion of 48 semester units. *Courses marked with an asterisk are required. Other courses are electives. **PMP 629 cannot be taken if a student takes PMP 625.</p>	

Master of Business Administration – Acquisition and Contract Management Concentration

(not accepting new enrollment)

The field of Acquisition and Contract Management requires: (1) a knowledge of business management principles; (2) mastery of the underlying function of an organization, such as financial management, marketing, accounting, operations management, and information systems management; and (3) the legal, regulatory and management requirements unique to the acquisition, contracting and program management fields. These requirements, interrelated with standard business practices, and the need for public visibility into the overall process, have resulted in a process different from and more complex than commercial business operations.

This MBA program concentration is designed to provide participants an advanced education in the concepts, methodologies, and techniques necessary for successful management of acquisition and contracting in complex organizations, and a solid grounding in management principles and techniques for the overall operation of a business organization.

Master of Business Administration <i>Acquisition and Contract Management Concentration</i>	
Core Management Courses <ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management ◆ SCM 605 - Supply Management ◆ BUS 606 - Marketing ◆ BUS 610 - Operations Management ◆ BUS 653 - Business Research Methods ◆ BUS 657 - Management Accounting and Control ◆ BUS 659 - Organizational Behavior and Human Resources ◆ BUS 661 - Financial Management ◆ BUS 695 - Management Information Systems 	Acquisition and Contracting Courses <ul style="list-style-type: none"> ◆ ACC 601 - Federal Government Contracting ◆ ACC 603 - Government Contract Law ◆ ACC 619 - Pricing and Financial Management ◆ PMP 627 - Managing Projects ◆ ACC 631 - Contract Management and Administration ◆ ACC 635 - Negotiation - Principles and Practices ◆ ACC 613 - Business Development and Proposal Preparation <li style="text-align: center;"><i>or</i> ACC 651 - Source Selection and Contract Award
<ul style="list-style-type: none"> – University-approved Final Project is required. – Each course is 3 semester units. – Program requires completion of 48 semester units. 	

Master of Business Administration – Supply Chain Management Concentration

(not accepting new enrollment)

This program provides a practical framework for how organizations manage the enterprise-wide functions of supply in today's business environment with focus on supply chain management issues. The program covers the conduct and management of the supply management function – how that function interacts with the other principal business functions, including product development, marketing, operations, finance and logistics – the conduct of the supply chain process, including the integration of requirements determination, supplier development, qualification and selection – and supplier relations and performance.

This MBA program concentration is designed to provide participants an advanced education in the concepts, methodologies and techniques necessary for successful management of the supply chain in complex organizations, and a solid grounding in management principles and techniques for the overall operation of a business organization.

Master of Business Administration <i>Supply Chain Management Concentration</i>	
Core Management Courses <ul style="list-style-type: none"> ◆ BUS 602 - Essentials of Management ◆ BUS 606 - Marketing ◆ BUS 610 - Operations Management ◆ BUS 653 - Business Research Methods ◆ BUS 657 - Management Accounting and Control ◆ BUS 659 - Organizational Behavior and Human Resources ◆ BUS 661 - Financial Management ◆ BUS 695 - Management Information Systems 	Supply Chain Management Courses <ul style="list-style-type: none"> ◆ SCM 605 - Supply Management ◆ BUS 608 - Law and Contracts ◆ SCM 615 - Supply Chain Management ◆ SCM 616 - Global Logistics Management <li style="padding-left: 20px;"><i>or</i> <li style="padding-left: 20px;">SCM 614 - Logistics Management in Government Acquisition ◆ SCM 620 - Price and Cost Analysis <li style="padding-left: 20px;"><i>or</i> <li style="padding-left: 20px;">ACC 619 - Pricing and Financial Management ◆ SCM 621 - Applications in Supply Chain Management (<i>must be taken last</i>) ◆ PMP 627 - Managing Projects ◆ ACC 635 - Negotiation - Principles and Practices
<p>– University-approved Final Project is required. – Each course is 3 semester units. – Program requires completion of 48 semester units.</p>	

Master's Certificate Programs

For students who do not wish to enroll in a Patten degree program, or who do not have an undergraduate degree, the option of a Master's Certificate Program is available.

Certificate programs are available in the areas of 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. An outline of the Certificate Programs may be found below.

The Certificate Programs

Project/Program Management

This program provides knowledge of the organizational, human, business and technical processes for successfully managing projects and programs.

Financial Management and Pricing

This program provides 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.

Program Learning Outcomes of the Certificate Programs

The Program Learning Outcomes of the certificate programs are to 1) Demonstrate a structured knowledge of business management, project management, or financial management principles and practices; 2) Show the ability to use the basic functional elements necessary for select business operations; 3) Demonstrate a facility in critical analysis, communication, and quantitative and synthesizing skills; and 4) Demonstrate an increase in skills and experience for today's competitive marketplace.

Certificate Requirements

Master's Certificate in Project/Program Management

- ◆ PMP 625 - Program Management
- ◆ PMP 627 - Managing Projects
- ◆ PMP 628 - Mastering IT Project Management
- ◆ PMP 629 - Technical Program Management**
- ◆ PMP 632 - Contracting and Procurement for Project Managers
- ◆ PMP 636 - Negotiation and Conflict Resolution
- ◆ PMP 647 - Earned Value Management Systems
- ◆ PMP 671 - Building and Managing Project Teams
- ◆ PMP 679 - Risk Analysis and Management
- ◆ PMP 687 - Project Quality Management

– Successful completion of six courses (including PMP 625, 627 or 628, and PMP 671) is required for the issuance of the Master's Certificate.

**PMP 629 cannot be taken if a student takes PMP 625

Master's Certificate in Financial Management & Pricing

- ◆ ACC 601 - Federal Government Contracting
- ◆ ACC 619 - Pricing and Financial Management
- ◆ PMP 627 - Managing Projects
- ◆ ACC 635 - Negotiation – Principles and Practices
- ◆ PMP 647 - Earned Value Management Systems
- ◆ BUS 657 - Management Accounting and Control
- ◆ BUS 661 - Financial Management
- ◆ BUS 663 - Management Economics
- ◆ PMP 679 - Risk Analysis and Management

– Successful completion of six courses (including Courses 619, 661 and 657) is required for the issuance of the Master's Certificate.

Master's Certificate in Management

- ◆ BUS 602 - Essentials of Management
- ◆ SCM 605 - Supply Management
- ◆ BUS 606 - Marketing
- ◆ BUS 607 - Communications and Ethics
- ◆ BUS 610 - Operations Management
- ◆ PMP 627 - Managing Projects
- ◆ BUS 653 - Business Research Methods
- ◆ BUS 657 - Management Accounting and Control
- ◆ BUS 659 - Organizational Behavior and Human Resources
- ◆ BUS 661 - Financial Management
- ◆ BUS 663 - Management Economics
- ◆ BUS 695 - Management Information Systems

– Successful completion of six courses (including Courses 602 and 657) is required for the issuance of the Master's Certificate.

Graduate Course Descriptions

Courses designated with the (§) symbol are in teach-out and no longer available for new enrollment.

ACC 601 - Federal Government Contracting (§)

[Formerly, Course 601 - Federal Government Contracting]

Semester Units: 3
Prerequisite: None

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 this course.

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 Content

- | | |
|--|-------------------------------------|
| ◆ Contract Procedures | ◆ Cost or Pricing Data Requirements |
| ◆ Laws and Regulations Governing Procurement | ◆ Analysis of Cost Principles |
| ◆ Electronic Commerce | ◆ Cost Accounting Standards |
| ◆ Contract Law | ◆ Types of Contracts |
| ◆ Performance-Based Contracting | ◆ Negotiation |
| ◆ Contracting By Sealed Bidding | ◆ Terms and Conditions |
| ◆ Two-Step Sealed Bidding | ◆ Fraud, Waste and Abuse |
| ◆ Contracting By Negotiation | ◆ Disputes, Appeals and Protests |
| ◆ Statements of Work/Objectives | ◆ Project Management |
| ◆ Request for Proposals | ◆ Contract Administration |
| ◆ Source Selection | ◆ Interpretation of Specifications |
| ◆ Government Marketing | ◆ Changes |
| ◆ Proposal Preparation | ◆ Subcontracts |
| ◆ Pricing Techniques | ◆ Termination for Default |
| ◆ Estimating | ◆ Termination for Convenience |
| ◆ Profit and Fee | |

COURSE MATERIALS

Federal Government Contracting. Patten Press.

BUS 602 - Essentials of Management

[Formerly, Course 602 - Essentials of Management]

Semester Units: 3

Prerequisite: None. Required to be taken in the first term for all students in Master of Business Administration, Master of Project Management, and Master of Leadership and Management programs.

A demand for a new kind of manager has come to the forefront because business organizations are being challenged more than ever before to develop new resources and markets in a global economy. 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 Content

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|---|--|
| ◆ Managers and the Evolution of Management | ◆ Managing Work Groups |
| ◆ Managers and Their Environments | ◆ Leading People in Organizations |
| ◆ Managing in a Global Environment | ◆ Communication and Negotiation |
| ◆ Social and Ethical Responsibilities of Management | ◆ Human Resource Management |
| ◆ Management Decision Making | ◆ Organization Change, Development, and Innovation |
| ◆ The Planning Function | ◆ Production and Operations Management |
| ◆ Strategic Planning | ◆ Production and Inventory Planning and Control |
| ◆ The Organizing Function | ◆ Managing Information for Decision Making |
| ◆ Organization Design | ◆ Entrepreneurship |
| ◆ The Controlling Function | ◆ Careers in Management |
| ◆ Motivation | |

COURSE MATERIALS

Management – Leading & Collaborating in the Competitive World. By Thomas S. Bateman & Scott A. Snell. McGraw-Hill Irwin

ACC 603 - Government Contract Law (§)

[Formerly, Course 603 - Government Contract Law]

Semester Units: 3
Prerequisite: None

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 Content

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|--|--|
| ◆ Government Contract Law | ◆ Quality Insurance, Inspection, Guarantees and Warranties |
| ◆ Basic Principles of Contracting | ◆ Government Property, Facilities, Special Tooling, Special Test Equipment |
| ◆ Acquisition and Contracting Process | ◆ Subcontracts |
| ◆ Sealed Bidding/Two-Step Sealed Bidding | ◆ Termination for Default |
| ◆ Contracting By Negotiation | ◆ Liquidated Damages |
| ◆ Cost or Pricing Data Requirements | ◆ Termination for Convenience |
| ◆ Interpretation of Specifications | ◆ Disputes Under Government Contracts |
| ◆ Changes and Modifications | ◆ Extraordinary Contractual Actions |
| ◆ Constructive Changes | ◆ The Comptroller General and the GAO |
| ◆ Equitable Adjustments | ◆ The Courts |
| ◆ Patents | ◆ Buy American Act and International Contracting |
| ◆ Technical Data | ◆ Fraud, Waste and Abuse |
| ◆ Financing | |
| ◆ Taxes, Insurance and | |
| ◆ Bonds | |
| ◆ Labor/Socio-Economic Requirements | |

COURSE MATERIALS

Government Contract Law. Defense Acquisition University.

SCM 605 - Supply Management

[Formerly, Course 605 - Supply Management]

Semester Units: 3
Prerequisite: None

Fifty percent or more of an organization's funds may be expended in purchases of material and services through purchase orders and subcontracts. The success of a firm depends greatly on the effective management of its purchasing and supply management function. In most leading firms today the purchasing or procurement function has expanded to become supply management.

This course provides a practical framework for how firms manage the enterprise-wide functions of purchasing and supply in today's business environment with an increased focus on supply chain issues. The course covers the conduct and management of the purchasing and supply management function – how that function interacts with the other principal business functions, including product development, marketing, operations and finance – the conduct of the acquisition process, including the determination of requirements, supplier qualification and selection – and the management of supplier relations and performance.

Course Content

- | | |
|--|--|
| ◆ Supply Management Overview | ◆ Sourcing |
| ◆ Supply Management: An Organization-Spanning Activity | ◆ Global Supply Management |
| ◆ Supply Management: Implementer of the Firm's Social Responsibilities | ◆ Pricing |
| ◆ Buyer-Supplier Relationships | ◆ Cost Analysis |
| ◆ Cross-Functional Teams | ◆ Types of Compensation |
| ◆ Quality Management | ◆ Negotiation |
| ◆ Total Cost of Ownership | ◆ Relationship and Contract Management |
| ◆ e-Commerce | ◆ Supplier Development |
| ◆ New Product Development | ◆ Ethical and Professional Standards |
| ◆ Specifications and Standardization | ◆ Legal Considerations |
| ◆ Procurement of Equipment | ◆ Institutional Supply Management |
| ◆ Purchasing Services | ◆ Government Procurement |
| ◆ Outsourcing: | ◆ Implementing World Class Supply Chain Management |
| ◆ To Make or To Buy | |

COURSE MATERIALS

Purchasing and Supply Chain Management. By Robert Monczka, Robert Handfield, Larry Giunipero, James Patterson. Cengage Learning.

BUS 606 - Marketing

[Formerly, Course 606 - Marketing]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

The marketing function is the keystone of a well managed company. Strategically, it is concerned with identifying the customer and the products and services which the customer requires. At the operation level, marketing management identifies specific customer needs and the types of products required to fill those needs. This course is designed to develop an understanding of how to build an integrated marketing effort in view of the forces affecting marketing activity, the customer, the trade, competition, and government regulations.

This course covers marketing strategy – marketing information – customer analysis and buyer behavior – market segmentation – market research – product development – marketing channels and logistics of distribution – pricing – direct selling – advertising and promotion – product policy and strategy – and global marketing. Continual emphasis is placed on shaping these elements into a complete, integrated, responsive marketing program. The course deals with the development and implementation of plans, strategies and tactics which will best serve the organization and the customer in a competitive environment.

Course Content

- | | |
|--|--|
| ◆ Marketing Management Overview | ◆ Pricing Approaches |
| ◆ Company and Marketing Strategy | ◆ Pricing Strategies |
| ◆ Marketing in the Digital Age | ◆ Marketing Channels and Supply Chain Management |
| ◆ The Marketing Environment | ◆ Retailing and Wholesaling |
| ◆ Managing Marketing Information | ◆ Integrated Marketing Communication Strategy |
| ◆ Consumer Markets | ◆ Advertising, Sales and Public Promotions |
| ◆ Consumer Buyer Behavior | ◆ Personal Selling and Direct Marketing |
| ◆ Business Markets | ◆ Competitive Advantage |
| ◆ Business Buyer Behavior | ◆ Competitive Marketing Strategies |
| ◆ Market Segmentation, Targeting and Positioning | ◆ Global Marketplace |
| ◆ Branding Strategies | ◆ Social Responsibility and Marketing Ethics |
| ◆ Product Development and Life Cycle Strategies | |

COURSE MATERIALS

Marketing. By Dhruv Grewal, Ph.D., Michael Levy, Ph.D. McGraw-Hill.

BUS 607 - Communication and Ethics

[Formerly, Course 607 - Communication and Ethics]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

This is a two-part course. The first part covers all aspects of business communication. The second part concentrates on business ethics.

Communication in business consists of different skill sets. The ability to communicate is essential to success in today's business environment. This part of the course is organized around the traditional content of a business communications course, including written and oral communication, global and multicultural issues, legal and ethical situations, and technology in communication.

The ethics part of the course presents a comprehensive review of current ethical issues from a global perspective of ethics. The course highlights both the positive and negative consequences of ethical behavior. The primary focus is to prevent potential ethical dilemmas that decision-makers may face in a number of different business areas.

Course Content

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|--|--|
| ◆ Business Communications | ◆ The Foundation of Ethical Thought |
| ◆ You-Attitude; Reader Benefits | ◆ Contemporary Issues in |
| ◆ Communicating Across Culture; Email | ◆ Business Ethics |
| ◆ Planning, Writing, Revising, Formatting, and Positive Messages | ◆ Stakeholders and Corporate Social Responsibility |
| ◆ Negative Messages | ◆ Corporate Governance and Corporate Compliance |
| ◆ Persuasive Messages | ◆ Ethics and the Government |
| ◆ Interpersonal Communication | ◆ Health-Care Issues |
| ◆ Jobs and Résumés | ◆ Ethics and Information Technology |
| ◆ Applications and Interviews | ◆ Strategic Planning and Corporate Culture |
| ◆ Follow-Up | ◆ Ethics and Financial Reporting |
| ◆ Proposals and Findings | ◆ Corporate Ethics and Code of Ethics |
| ◆ Short and Long Reports | |
| ◆ Oral Presentations and Visuals | |

COURSE MATERIALS

Business Communication – Building Critical Skills. By Kitty O. Locker & Stephen Kyo Kaczmarek. McGraw-Hill Irwin.

Understanding Business Ethics. By Peter A. Stanwick and Sarah D. Stanwick. Pearson Prentice Hall.

BUS 608 - Law and Contracts

[Formerly, Course 608 - Law and Contracts]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

Managers must have an understanding of the legal environment in which business enterprises must operate. This course stresses those aspects of the law that are essential to the decision making process and the operation of a business. The basis of constitutional law and the operation of the legal system are explained. The difference between civil and criminal law and the methods of resolving disputes are covered. A major emphasis is placed on contract law both in private transactions employing the Uniform Commercial Code, and in federal, state, and local contracts which are subject to the various statutes, regulations and procedures governing public agencies.

Course Content

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|--|---|
| ◆ Introduction to Law, Legal Reasoning, and Business Ethics | ◆ Agency Formation, Duties, Liability to Third Parties and Termination |
| ◆ Courts, Court Procedures and Alternative Dispute Resolution | ◆ Employment, Labor Law, and Employment Discrimination |
| ◆ Constitutional Authority to Regulate Business and Administrative Law | ◆ Personal Property, Bailments and Insurance |
| ◆ Torts, Negligence and Strict Liability | ◆ Bankruptcy Law |
| ◆ Intellectual Property, Criminal Law and Cyber Crimes | ◆ Secured Transactions, Creditors Rights and Suretyship |
| ◆ Contracts – Nature and Terminology | ◆ Environmental and Antitrust Law |
| ◆ Agreement | ◆ Sole Proprietorships, Franchises, Law for Small Business |
| ◆ Consideration, Capacity and Legality | ◆ Partnerships, LLP's, LLC's, Special Business Forms |
| ◆ Genuineness of Assent and Statute of Frauds | ◆ Corporations – Formation, Financing, Directors, Officers, Shareholders |
| ◆ Third Party Rights, Performance and Discharge | ◆ Corporations – Mergers, Consolidation, Termination, Securities and Corporate Governance |
| ◆ Breach of Contract, Remedies and E-Contracts | ◆ Professional Liability, Accountability, and International Law |
| ◆ Formation of Sales and Lease Contracts | |
| ◆ Title, Risk and Insurable Interest | |
| ◆ Performance, Breach of Sales/Lease Contracts and Remedies | |
| ◆ Warranties, Product Liability and Consumer Law | |

COURSE MATERIALS

Business Law: Text and Cases. By Kenneth W. Clarkson, Roger LeRoy Miller, Frank B. Cross. Cengage Learning.

BUS 609 - International Business Operations (§)

[Formerly, Course 609 - International Business Operations]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

This is a multi-disciplinary course whose objectives are to enable the student to study the development and operation of the multinational firm – to become familiar with the special business and legal problems associated with establishing and managing offshore operations and engaging in international trade – to explore the relationships between business and government and the regulations of business enterprises – to become familiar with contemporary international monetary affairs, and to analyze the cultural differences that create problems in international business operations.

Special attention is given to the motivation of multinational firms in their investments abroad and the impact of international operations on marketing, finance, operations, supply, human relations, and general management. Emphasis is placed on the development of strategies, tactics, and organizational structures for the various types of cultural environments and their effective implementation for market penetration.

Course Content

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|---|---|
| ◆ The Rapid Change of International Business | ◆ Legal Forces |
| ◆ International Trade and Foreign Direct Investment | ◆ Financial Forces |
| ◆ Theories of International Trade and Investment | ◆ Labor Forces |
| ◆ International Institutions from an International Business Perspective | ◆ International Competitive Strategy |
| ◆ Understanding the International Monetary System | ◆ Organizational Design and Control |
| ◆ Sociocultural Forces | ◆ Assessing and Analyzing Markets |
| ◆ Natural Resources and Environmental Sustainability | ◆ Entry Modes |
| ◆ Economic and Socioeconomic Forces | ◆ Export and Import Practices |
| ◆ Political Forces | ◆ Marketing Internationally |
| | ◆ Global Operations and Supply Chain Management |
| | ◆ Human Resource Management |
| | ◆ Financial Management and Accounting |

COURSE MATERIALS

International Business – The Challenge of Global Competition. By Donald A. Ball, Wendell H. McCulloch, Jr., J. Michael Geringer, Michael S. Minor, Jeanne M. McNett. McGraw-Hill Irwin.

BUS 610 - Operations Management

[Formerly, Course 610 - Operations Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

Operations Management (OM) is the field of management which deals with the operational function of enterprises. Every organization, public or private, service or manufacturing, uses production systems to transform resource inputs into useful goods or services. The course develops a systematic approach for identifying and solving a wide variety of production and operation management problems.

Operations Management involves both long term system planning and design and operating problems that occur within a short term planning and decision framework. Most of the controllable costs of a business are managed by the operating function.

This course is designed to develop student skills in analysis, planning and decision making. Its goal is to develop the student's ability to plan and control production and operational systems and to solve a wide range of operating problems.

Materials used in the course are taken from a wide variety of operating situations involving both production and service operations.

Course Content

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|--|--|
| ◆ Operations Management Overview | ◆ Process Capability |
| ◆ Introduction to the Field | ◆ Supply Chain Strategy |
| ◆ Strategy and Competitiveness | ◆ Capacity Management |
| ◆ Linear Programming | ◆ Facility Location |
| ◆ Project Management | ◆ Lean Production |
| ◆ Product Design | ◆ Planning and Controlling the Supply Chain |
| ◆ Learning Curves | ◆ Forecasting |
| ◆ Process Analysis | ◆ Aggregate Sales and Operations Planning |
| ◆ Job Design and Work Measurement | ◆ Inventory Control |
| ◆ Manufacturing Process and Design | ◆ MRP Systems |
| ◆ Facility Layout | ◆ Operations Scheduling |
| ◆ Service Process Selection and Design | ◆ Synchronous Manufacturing and Theory of Constraint |
| ◆ Waiting in Line | |
| ◆ Quality Management: 6 Sigmas | |

COURSE MATERIALS

Operations and Supply Chain Management. By Richard B. Chase, F. Robert Jacobs. McGraw-Hill.

LDR 611 - Leading Creativity and Innovation

[Formerly, Course 611 - Leading Creativity and Innovation]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

Effective leaders embody the spirit of Creativity and Innovation. As a result, they use flexible and adaptive thinking to introduce change and innovation, instilling a vision and sense of purpose to a sometimes chaotic environment. The goal of this course is to provide leaders with the knowledge and tools which will enable them to add Creativity and Innovation as core competencies to their already developed skill sets. This course will influence leaders by deliberately facilitating creative change and enforcing a productive sense of focus in their role of developing science and technologies for organizational growth.

Course Content

- | | |
|----------------------------|-----------------------------|
| ◆ Powerful Connections | ◆ Getting It Done |
| ◆ Creative Problem Solving | ◆ Products to Portfolios |
| ◆ Assessing the Situation | ◆ Leading Innovation |
| ◆ Innovation Defined | ◆ Planning and Diversity |
| ◆ Processing and Analyzing | ◆ Setting the Tone |
| ◆ Setting the Goal | ◆ Building Teams |
| ◆ Mapping the Future | ◆ Knowledge and Performance |
| ◆ Forming and Storming | ◆ Building Cohesiveness |
| ◆ Thinking Out Loud | |

COURSE MATERIALS

Applying Innovation. By David O'Sullivan and Lawrence Dooley. Sage Publications, Inc.

Creative Leadership. By Gerard Puccio, Marie Mance, and Mary Murdock. Sage Publications, Inc.

BUS 612 - Leadership - Principles and Practices

[Formerly, Course 612 - Leadership - Principles and Practices]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

This course covers the concepts, principles and skills of leadership in a manner that is appropriate for both new and experienced leaders. A thorough assessment of advanced leadership skills, the role and function of leadership and the impact on individual organizations and society is presented. Various leadership models and their effectiveness are discussed. Topics include leadership variables, ethics, leadership principles and approaches, team leadership and critical issues in leadership.

Course Content

- ◆ The Leadership Equation
- ◆ Leadership Qualities
- ◆ Characteristics of Followers
- ◆ Situational Factors
- ◆ The Importance of Vision
- ◆ The Motive to Lead
- ◆ Organizational Climate
- ◆ Leadership Ethics
- ◆ The Role of Values
- ◆ Ethics at Work
- ◆ Leadership Authority
- ◆ Empowerment in the Workplace
- ◆ The Quality Imperative
- ◆ Effective Leadership
- ◆ Human Relations
- ◆ The Team Concept
- ◆ Human Behavior
- ◆ The Art of Persuasion
- ◆ The Diversity Challenge
- ◆ Effective Delegation
- ◆ How to Assign Work
- ◆ The Role of Personality
- ◆ The Leader as Teacher
- ◆ Helping People Through Change
- ◆ Burnout Prevention
- ◆ Managing Performance
- ◆ Professional Performance
- ◆ Sustaining Discipline

COURSE MATERIALS

Leadership Theory and Practice. By Peter G. Northouse. Sage Publications, Inc.

The Art of Leadership. By George Manning and Kent Curtis. McGraw-Hill Irwin.

ACC 613 - Business Development and Proposal Preparation (§)

[Formerly, Course 613 - Business Development and Proposal Preparation]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

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|--|---|
| ◆ Development of a Winning Strategy | ◆ Development of Key Issues and Themes |
| ◆ Relationship of Marketing and Proposal Preparation | ◆ Writing the Proposal |
| ◆ Analysis of the Statement of Work and the Request for Proposal | ◆ Publication |
| ◆ Source Selection Procedures | ◆ Proposal Format – Executive Summaries |
| ◆ Organization for Proposal Preparation | ◆ The Technical Proposal |
| ◆ Proposal Preparation Procedures | ◆ The Management Proposal |
| ◆ Modular Proposal Techniques | ◆ The Cost Proposal |
| | ◆ Proposal Reviews and Follow-Up |

COURSE MATERIALS

Proposal Preparation. Patten Press.

SCM 614 - Logistics Management in Government Acquisition (§)

[Formerly, Course 614 - Logistics Management in Government Acquisition]

Semester Units: 3
Prerequisite: None

Integrated Logistics Support (ILS) is an analysis methodology and management process, which is applied to virtually every major acquisition program in both the military and civilian sectors.

ILS provides the balance between the performance and supportability characteristics of a system that must be formed with a reasonable investment in both the system design and the necessary support infrastructure. The logistician must be technically competent, knowledgeable of available design and analysis tools/models and their application, and must be able to effectively communicate with other internal project personnel, suppliers, and customer contract and operational personnel across the board. This course will provide the basis for acquiring those core competencies utilizing three fundamental objectives: (1) Defining a Supportable Design; (2) Developing a Support Solution; and (3) Defining the Logistic Management Process.

Course Content

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|--|--|
| ◆ Introduction to Logistics | ◆ Level of Repair Analysis |
| ◆ The Evolving System Requirement | ◆ Logistics Support Information Management |
| ◆ Creating the Design Solutions | ◆ Manpower and Personnel |
| ◆ Reliability, Maintainability, Testability, and Failure Modes, Effects, and Critical Analysis (FMECA) | ◆ Support Equipment |
| ◆ Supportability Characteristics | ◆ Provisioning and Supply Support |
| ◆ Functional Support Analysis | ◆ Technical Manuals |
| ◆ Reliability-Centered Maintenance | ◆ Training and Training Equipment |
| ◆ Software Support | ◆ Facilities |
| ◆ Availability | ◆ Packaging, Handling, Storage, and Transportability |
| ◆ Cost of Ownership | ◆ Logistics Management Plans |
| ◆ Logistics Support Analysis | ◆ Contracts |
| ◆ Physical Support Analysis | ◆ Logistics Management |

COURSE MATERIALS

Integrated Logistics Support Handbook. By James V. Jones. McGraw-Hill; "MIL-HDBK-502," Department of Defense Handbook, Acquisition Logistics, 30 May 1997; "Introduction to Defense Acquisition Management," by Defense Acquisition University Press.

SCM 615 - Supply Chain Management

[Formerly, Course 615 - Supply Chain Management]

Semester Units: 3
Prerequisite: None

Supply chain management has been defined as the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management activities. Importantly, it also includes coordination and collaboration with supply channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies.

This course provides an introduction to the many critical facets of supply chain management. The course coverage ranges from basic topics of inventory management, logistics network design, distribution systems, and customer value to more advanced topics of strategic alliances, the value of information in the supply chain, information technology, decision-support systems, and international issues in supply chain management. State-of-the-art models, concepts, and solution methods are provided for the design, control, operation and management of supply chain systems.

Course Content

- ◆ Introduction to Supply Chain Management
- ◆ Creating Customer Value through SCM
- ◆ The Value of Information
- ◆ Coordinated Product and Supply Chain Design
- ◆ Supply Chain Integration
- ◆ Distribution Strategies
- ◆ Logistics Network Configuration
- ◆ Inventory Management
- ◆ Global Logistics
- ◆ Risk Pooling
- ◆ Procurement and Outsourcing
- ◆ Supply Portfolio Matrix
- ◆ Strategic Alliances
- ◆ Pricing Concepts
- ◆ IT for SCM
- ◆ Decision Support Systems for SCM
- ◆ International Issues

COURSE MATERIALS

Designing and Managing the Supply Chain. By David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi. McGraw-Hill Irwin.

SCM 616 - Global Logistics Management (§)

[Formerly, Course 616 - Global Logistics Management]

Semester Units: 3
Prerequisite: None

Supply chain logistics management encompasses the development and fundamentals of the logistics discipline within a supply chain structure. It also presents a vision of the future of business logistics and supply chain management and their role in enterprise competitiveness.

Logistics includes all the activities required to move product and information to, from, and between members of a supply chain. The supply chain provides the framework for businesses and their suppliers to jointly deliver goods, services, and information efficiently, effectively, and relevantly to customers. This course presents the mission, business processes, and strategies needed to achieve integrated logistical management. The course has three fundamental objectives: (1) to present a comprehensive description of existing logistical practices in a global economy; (2) to describe ways and means to apply logistics principles to achieve competitive advantage; and (3) to provide a conceptual approach for integrating logistics as a core competency within enterprise supply chain strategy.

Course Content

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|------------------------------------|--|
| ◆ 21st-Century Supply Chains | ◆ Warehousing |
| ◆ Logistics | ◆ Packaging and Materials Handling |
| ◆ Customer Accommodation | ◆ Operational Integration |
| ◆ Procurement and Manufacturing | ◆ Global Strategic Positioning |
| ◆ Information Technology Framework | ◆ Network Integration |
| ◆ Inventory | ◆ Logistics Design and Operational Planning |
| ◆ Transportation Infrastructure | ◆ Relationship Development and Management |
| ◆ Transportation Operations | ◆ Operational, Financial, and Social Performance |

COURSE MATERIALS

Supply Chain Logistics Management. By Donald J. Bowersox, David J. Closs, M. Bixby Cooper. McGraw-Hill Irwin.

Global Logistics Management. By Kent N. Gourdin. Blackwell Publishing.

ACC 619 - Pricing and Financial Management of Government Contracts and Subcontracts (§)

[Formerly, Course 619 - Pricing and Financial Management of Government Contracts and Subcontracts]

Semester Units: 3
Prerequisite: None

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 Content

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|--|---|
| ◆ Pricing Concepts – Distinction Between Costing and Pricing | ◆ Software Pricing |
| ◆ Estimating Systems | ◆ Profit and Fee Analysis |
| ◆ Parametric Pricing | ◆ Pricing Services |
| ◆ Cost or Pricing Data Requirements | ◆ Effect of Type of Contract on Price |
| ◆ Anatomy of the Cost Proposal | ◆ Cost Principles and Cost Accounting Standards |
| ◆ Cost – Price – Should Cost Analysis | ◆ Multiyear Procurement |
| ◆ Analysis of Engineering Labor | ◆ Changes and Modifications |
| ◆ Analysis of Manufacturing Labor | ◆ Spare Parts Pricing |
| ◆ Improvement Curves | ◆ Pricing Data |
| ◆ Analysis of Labor Rates: Use of Indices | ◆ Termination Claims |
| ◆ Analysis of Subcontract and Materials Costs | ◆ Design to Cost/Life Cycle Costs |
| ◆ Analysis of Other Direct Costs | ◆ Documentation Requirements |
| ◆ Analysis of Indirect Costs | |

COURSE MATERIALS

Pricing and Financial Management of Government Contracts and Subcontracts. Patten Press.

SCM 620 - Price and Cost Analysis (§)

[Formerly, Course 620 - Price and Cost Analysis]

Semester Units: 3
Prerequisite: None

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 Content

- ◆ Pricing Concepts – Cost – Price – Volume Analysis
- ◆ Estimating Methods
- ◆ 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 Labor Rates
- ◆ Analysis of Direct Costs – Material, Subcontracts and Other Direct Costs
- ◆ Improvement Curves
- ◆ Analysis of Indirect Costs
- ◆ 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 Requirement

COURSE MATERIALS

Price and Cost Analysis. Patten Press.

SCM 621 - Application in Supply Chain Management (§)

[Formerly, Course 621 - Application in Supply Chain Management]

Semester Units: 3
Prerequisite: None

It is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

In this course you will study advanced topics of the supply chain from the point of view of a general manager. Logistics and supply chain management is all about managing the hand-offs in a supply chain – hand-offs of either information or product. The goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm. Students will apply concepts learned in previous courses as well as real life case analysis throughout this course.

Course Content

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|--|---|
| ◆ Understanding the Supply Chain | ◆ Managing Uncertainty in a Supply Chain |
| ◆ Supply Chain Performance: Achieving Strategic Fit and Scope | ◆ Determining the Optimal Level of Product Availability |
| ◆ Supply Chain Drivers and Metrics | ◆ Transportation in Supply Chain |
| ◆ Designing Distribution Networks and Applications to e-Business | ◆ Sourcing Decisions in a Supply Chain |
| ◆ Network Design in the Supply Chain | ◆ Pricing and Revenue Management in a Supply Chain |
| ◆ Network Design in an Uncertain Environment | ◆ Information Technology in a Supply Chain |
| ◆ Demand Forecasting in a Supply Chain | ◆ Coordination in a Supply Chain |
| ◆ Aggregate Planning in a Supply Chain | ◆ Supply Chain Cases |
| ◆ Planning Supply and Demand in a Supply Chain: Managing Predictable Variability | ◆ Application Exercises |
| ◆ Managing Economies of Scale in a Supply Chain: Cycle Inventory | |

COURSE MATERIALS

Supply Chain Management. By Sunil Chopra and Peter Meindl. Prentice Hall.

PMP 625 - Program Management

[Formerly, Course 625 - Program Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

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|--|---|
| ◆ The Management Process | ◆ Engineering Management |
| ◆ Principles of Program Management | ◆ System Engineering |
| ◆ Program Authority | ◆ Software Management and Integration |
| ◆ Program Organization | ◆ Technical Performance Measurement |
| ◆ Government Acquisition Management Procedures | ◆ Interface Management and System Integration |
| ◆ The Statement of Work | ◆ Configuration Management |
| ◆ Request for Proposal | ◆ Data Management |
| ◆ Source Selection | ◆ Reliability |
| ◆ Marketing | ◆ Maintainability |
| ◆ Proposal Preparation | ◆ Integrated Logistics Support |
| ◆ Planning the Project | ◆ Human Factors Engineering |
| ◆ Work Breakdown | ◆ System Safety |
| ◆ Structures–Work Packages–Control Accounts | ◆ Test and Evaluation |
| ◆ Schedule Planning | ◆ Quality Assurance, Warranties |
| ◆ Financial Planning | ◆ Production Management |
| ◆ Work Authorization Process | ◆ Subcontract Management |
| ◆ Earned Value Management | ◆ Negotiation |
| ◆ Program Administration | ◆ Program Changes and Revisions |
| | ◆ Contract Law for Program Managers |

COURSE MATERIALS

1. *Program Manager's Handbook*. Patten Press.

PMP 627 - Managing Projects

[Formerly, Course 627 - Managing Projects]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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, shipbuilding, services and construction. It is supported by extensive reference material from both Government and industry sources.

Course Content

- ◆ Project Management Principles
- ◆ Roles and Responsibilities
- ◆ Project Authority
- ◆ Project Organizations
- ◆ Defining Project Scope
- ◆ Planning the Project
- ◆ Work Organization
- ◆ Work Breakdown Structures
- ◆ Schedule Planning/ Control
- ◆ Financial Planning/ Control
- ◆ Work Authorization Process
- ◆ Project Integration
- ◆ Project Control Systems
- ◆ Project Execution
- ◆ Technical Management
- ◆ Quality Management
- ◆ Changes and Revisions
- ◆ Project Leadership and Management
- ◆ Human Relations
- ◆ Negotiation

COURSE MATERIALS

Project Manager's Handbook. Patten Press.

PMP 628 - Mastering IT Project Management

[Formerly, Course 628 - Mastering IT Project Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 provide 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 Content

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|---|---|
| ◆ Project Management Overview | ◆ Scheduling and Resourcing the Project |
| ◆ Information Technology Projects | ◆ Project Financial Management |
| ◆ Project Initiation and Definition | ◆ Risk Management |
| ◆ Requirements Determination and Management | ◆ Project Execution and Control |
| ◆ Organizing an IT Project | ◆ Project Technical Management |
| ◆ Leadership, Management and Communication | ◆ Contracting and Procurement |
| ◆ Planning the IT Project | ◆ Unique Aspects of IT Projects |
| ◆ Defining, Organizing and Assigning Work | ◆ Project Closeout |

COURSE MATERIALS

Information Technology Project Management. By Kathy Schwalbe. Thomson-Course Technology.

PMP 629 - Technical Program Management

[Formerly, Course 629 - Technical Program Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

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|--|----------------------------------|
| ◆ Product Development | ◆ Technical Reviews and Audits |
| ◆ Technical Management | ◆ Configuration Management |
| ◆ Project Organization | ◆ Data Management |
| ◆ System Engineering | ◆ Reliability |
| ◆ Integrated Product Development/Concurrent Engineering | ◆ Maintainability |
| ◆ The Engineering Process | ◆ Integrated Logistics Support |
| ◆ Trade-Off Studies | ◆ System Safety |
| ◆ Risk Analysis and Assessment | ◆ Production Management |
| ◆ Technical Performance Planning and Measurement | ◆ Quality Management |
| ◆ Design Engineering | ◆ Test and Evaluation |
| ◆ Software Development and Integration | ◆ Human Factors Engineering |
| ◆ Selection, Tailoring and Application of Specifications | ◆ Personnel and Training |
| ◆ Standardization/Parts Control | ◆ Changes and Revisions |
| | ◆ Design to Cost/Life Cycle Cost |
| | ◆ Project Control |

COURSE MATERIALS

Technical Program Management. Patten Press.

ACC 631 - Contract Management and Administration (§)

[Formerly, Course 631 - Contract Management and Administration]

Semester Units: 3
Prerequisite: None

This course covers the organization, management techniques and areas of application of the contract management/ contract administration function. 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 purpose of this course is to provide: (1) a broad appreciation of all contract functions and a thorough understanding of the contract manager's authority and responsibilities; (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.

Course Content

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|--|---|
| ◆ Contract Administration Overview | ◆ Interface With Other Functions |
| ◆ Contract Procedures | ◆ Contract Financial, Progress and Production Reporting |
| ◆ Organization for Contract Administration | ◆ Priorities and Allocations |
| ◆ Basic Principles of Government Contract Law | ◆ Control of Government Property |
| ◆ Pre-Proposal and Proposal Effort | ◆ Control of Subcontracts |
| ◆ Proposal/Contract Negotiations | ◆ Contract Preparation and Interpretation |
| ◆ Cost or Pricing Data | ◆ Changes and Modifications |
| ◆ Types of Contracts | ◆ Constructive Changes |
| ◆ Contract Review and Execution | ◆ Government Delays |
| ◆ Contractor/Customer Interface | ◆ Disputes, Appeals and Claims |
| ◆ Correspondence, Documentation, Files and Records | ◆ Termination for Convenience |
| ◆ Work Authorization/Release | ◆ Termination for Default |
| ◆ Contract Funding, Financing and Payment | ◆ Contract Closeout |
| ◆ Role of the Government | |
| ◆ Relationship Between Contract and Project Management | |

COURSE MATERIALS

Federal Acquisition and Contract Management. By Clark G. Adams. Patten Press.

PMP 632 - Contracting and Procurement for Project Managers and Technical Personnel

[Formerly, Course 632 - Contracting and Procurement for Project Managers and Technical Personnel]

Semester Units: 3
Prerequisite: None

This course is designed to explain the contracting process to project/program 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 subcontracting.

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 Content

- ◆ 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

Contracting and Procurement. Patten Press.

ACC 635 - Negotiation - Principles and Practices (§)

[Formerly, Course 631 - Contract Management and Administration]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

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

COURSE MATERIALS

Negotiation – Principles and Practices. Patten Press.

PMP 636 - Negotiation and Conflict Resolution

[Formerly, Course 636 - Negotiation and Conflict Resolution]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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.

This course provides the project manager the skills required to: negotiate schedules, change orders, estimates and contracts; resolve conflict; negotiate multi-party agreements; and build better teams. Strategy 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 examined with special attention to the role of power and ethics.

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 Content

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|--|---|
| ◆ The Nature of Negotiation | ◆ The Social Context of Negotiation |
| ◆ Negotiation: Framing, Strategizing, and Planning | ◆ Multiparty Negotiations: Coalitions and Groups |
| ◆ Strategy and Tactics of Distributive Bargaining | ◆ Individual Differences |
| ◆ Strategy and Tactics of Integrative Negotiation | ◆ Global Negotiation |
| ◆ Communication, Perception, and Cognitive Biases | ◆ Managing Difficult Negotiations: Individual Approaches |
| ◆ Finding and Using Negotiation Leverage | ◆ Managing Difficult Negotiations: Third-Party Approaches |
| ◆ Ethics in Negotiation | |

COURSE MATERIALS

Negotiation. By Roy J. Lewicki, David M. Saunders, Bruce Barry. McGraw-Hill.

Conflict 101. By Susan H.I Shearouse. AMACOM

PMP 647 - Earned Value Management Systems

[Formerly, Course 647 - Earned Value Management Systems]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

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|--|--|
| ◆ 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

Earned Value Project Management. By Quentin W. Fleming and Joel M. Koppelman. Project Management Institute.

ACC 651 - Source Selection and Contract Award (§)

[Formerly, Course 651 - Source Selection and Contract Award]

Semester Units: 3
Prerequisite: None

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 Content

- | | |
|---|--|
| ◆ 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

Source Selection and Contract Award. Patten Press.

BUS 653 - Business Research Methods

[Formerly, Course 653 - Business Research Methods]

Semester Units: 3

Prerequisite or Corequisite: None

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 of forty (40) tools of 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 Content

- ◆ 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

Business Research Methods. By Donald R. Cooper and Pamela S. Schindler. McGraw-Hill Irwin.

BUS 657 - Management Accounting and Controls

[Formerly, Course 657 - Management Accounting and Controls]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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, financial management and general management.

The course 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 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 Content

- | | |
|---|--|
| ◆ Accounting: The Language of Business | ◆ Corporations: Organization and Stockholders' Equity |
| ◆ Changes in Financial Position | ◆ Reporting Unusual Events and Special Equity Transactions |
| ◆ Measuring Business Income and Completing the Accounting Cycle | ◆ Special Types of Liabilities |
| ◆ Accounting and Merchandising Activities | ◆ Measuring Cash Flows |
| ◆ Forms of Business Organization | ◆ Income Taxes and Business Decisions |
| ◆ Accounting Systems, Internal Control, and Audits | ◆ Managerial Accounting |
| ◆ Financial Statement Analysis and the Statement of Cash Flows | ◆ Accounting for Manufacturing Operations |
| ◆ Financial Assets | ◆ Measuring Unit Costs |
| ◆ Inventories and the Cost of Goods Sold | ◆ Controlling Costs |
| ◆ Plant Assets and Depreciation | ◆ Cost-Volume-Profit Analysis |
| ◆ Liabilities Common to Most Business Organizations | ◆ Incremental Analysis and Decision Making |
| ◆ Accounting Concepts, Professional Judgment, and Ethical Conduct | ◆ Measuring and Evaluating Segment Performance |
| | ◆ Operational and Capital Budgeting |

COURSE MATERIALS

Introduction to Managerial Accounting. By Peter Brewer, Ray Garrison, Eric Noreen. McGraw-Hill.

BUS 659 - Organizational Behavior and Human Resources

[Formerly, Course 659 - Organizational Behavior and Human Resources]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

- | | |
|---|---|
| ◆ 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

Organizational Behavior. By Steven McShane and Mary Ann Von Glinow. McGraw Hill Irwin.

BUS 661 - Financial Management

[Formerly, Course 661 - Financial Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

- | | |
|--|--|
| ◆ Introduction | ◆ Risk and Capital |
| ◆ Financial Analysis | ◆ Budgeting |
| ◆ Financial Forecasting | ◆ Capital Assets |
| ◆ Operating and Financial Leverage | ◆ Investment Banking: Public and Private Placement |
| ◆ Working Capital and the Financing Division | ◆ Long-Term Debt and Lease Financing |
| ◆ Current Asset Management | ◆ Common and Preferred Stock Financing |
| ◆ Sources of Short-Term Financing | ◆ Dividend Policy and Retained Earnings |
| ◆ The Time Value of Money | ◆ Convertibles and Warrants |
| ◆ Valuation and Rates of Return | ◆ External Growth Through Mergers |
| ◆ Cost of Capital | ◆ International Financial Management |
| ◆ The Capital Budgeting Decision | |

COURSE MATERIALS

Fundamentals of Corporate Finance. By Richard Brealey, Stewart Myers, Alan Marcus. McGraw-Hill.

BUS 663 - Management Economics

[Formerly, Course 663 - Management Economics]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

- ◆ 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

The Economy Today. By Bradley R. Schiller. McGraw-Hill Irwin.

BUS 665 - Strategy and Business Policy

[Formerly, Course 665 - Strategy and Business Policy]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

The course in Strategy and Business Policy emphasizes the acquisition of a senior management perspective. It deals with the skills, attributes and attitudes required for the effective performance of the general manager function. It is a major integrating course designed to pull together skills gained in the basic business disciplines and functional fields. It focuses on the enterprise as an entity and the general manager working within a corporate environment. The course covers the manager's function – strategy formulation and implementation – corporate planning and control – organizational analysis – comparative management – entrepreneurship and venture initiation – small business management – and the impact of competitive forces and government regulations.

The objectives are to: (1) increase the student's understanding of the role of the general manager in determining corporate objectives, in formulating corporate strategy and fashioning a corporate structure appropriate to the implementation of corporate strategy; (2) provide an understanding of the use of resources to attain corporate objectives; and (3) recognize the key values of senior executives which establish the firm's objectives, policies and methods.

MBA Students are required to complete this course last, as it supports the creation of students' Final Project.

Course Content

- | | |
|---|---|
| ◆ What is Strategy and Why Is It Important? | ◆ Strategy, Ethics, and Social Responsibility |
| ◆ The Managerial Process of Crafting and Executing Strategy | ◆ Building an Organization Capable of Good Strategy Execution |
| ◆ Evaluating a Company's External Environment | ◆ Managing Internal Operations: Actions That Facilitate Strategy |
| ◆ Analyzing a Company's Resources and Competitive Position | ◆ Corporate Culture and Leadership: Keys to Good Strategy Execution |
| ◆ The Five Generic Competitive Strategies: Which One to Employ? | ◆ Crafting Strategy in Single-Business Companies |
| ◆ Supplementing the Chosen Competitive Strategy: Other Important Strategy Choices | ◆ Crafting Strategy in Diversified Companies |
| ◆ Competing in Foreign Markets | ◆ Executing Strategy and Strategic Leadership |
| ◆ Tailoring Strategy to Fit Specific Industry and Company Situations | ◆ Strategy, Ethics, and Social Responsibility |
| ◆ Diversification: Strategies for Managing a Group of Businesses | |

COURSE MATERIALS

Understanding Business Strategy. By R. Duane Ireland, Robert Hoskisson, Michael Hitt. Cengage Learning.

LDR 668 - Cross-Cultural Management

[Formerly, Course 668 - Cross-Cultural Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

This course focuses on the challenges and opportunities associated with organizational management and business strategy in the global environment. The course is intended to be a challenging advanced management course for the graduate business student. Students will gain a general overview of the process and effect of internationalization in contemporary business, along with an introduction to theories, concepts and skills relevant to managing effectively in today's global environment. Students will be challenged to integrate knowledge they have gained from other business core courses and apply their accumulated knowledge to business case studies. Students will engage in active research and analytical problem solving related to managing in the international environment and will be called upon to apply this theory in their work.

Course Content

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|--|--|
| ◆ Globalization and International Linkages | ◆ The Basic Steps in Formulating a Strategy |
| ◆ The Political Environment | ◆ Basic Organizational Changes |
| ◆ The Legal Environment | ◆ Organizational Characteristics of MNCs |
| ◆ Ethics and Social Responsibility | ◆ Political Risk |
| ◆ The Meanings and Dimensions of Culture | ◆ Managing Alliances |
| ◆ Cross-Cultural Differences and Similarities | ◆ The Control Process |
| ◆ Cross-Cultural Differences in Selected Countries | ◆ Performance Evaluation as a Mechanism of Control |
| ◆ Organizational Cultures in MNCs | ◆ Organizational Behavior and HR Management |
| ◆ The Overall Communication Process | ◆ Sources of Human Resources |
| ◆ Communication Flows | ◆ Training Programs |
| ◆ Strategic Management | |

COURSE MATERIALS

International Management. By Fred Luthans, Jonathan Doh. McGraw-Hill.

LDR 669 - Critical Thinking and Decision Analysis

[Formerly, Course 669 - Critical Thinking and Decision Analysis]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

The overall objective of this course is to improve the student's abilities in both critical thinking and decision-making. Critical thinking is the art of analyzing and evaluating thinking and argument with the purpose of improving it. Decision-making can be defined as the process of identifying alternatives, evaluating the alternatives, and choosing between the alternatives. Critical thinking and decision-making processes are intertwined. The critical thinking segment of this course provides a guide to the analysis, reconstruction, and evaluation of arguments designed to help students distinguish good reasoning from bad. The decision-making segment shows how decision analysis can be applied so that decisions are more effective by providing numerous usable decision analysis approaches.

Course Content

- | | |
|---|---|
| ◆ Introduction to Critical Thinking | ◆ The Analytical Hierarchy Process |
| ◆ Logical Thinking and Belief | ◆ Decision-Making Under Uncertainty |
| ◆ Argument Analysis | ◆ Tools for Logical Thinking |
| ◆ Introduction to Decision Analysis and Making Decisions with Multiple Objectives | ◆ Tools for Making Decisions: Decision Trees, Influence Diagrams and Simulation |
| ◆ Deductive and Inductive Arguments | ◆ New Information and Revising Your Judgment |
| ◆ Fallacies and Avoiding Ungrounded Assumptions | ◆ Probability Assessment |
| ◆ More on Argument: Unclear Language and Irrelevant Premises | ◆ Structured Risk and Uncertainty Management |
| ◆ Propositions: More on Deductive Reasoning | ◆ Group Decision-Making, Resource Allocation and Negotiation |
| ◆ SMART and Alternatives to SMART | ◆ Decision Framing and Alternative Decision-Support Systems |

COURSE MATERIALS

How to Think Logically. By Gary Seay, Susana Nuccetelli. Pearson.

Decision Analysis for Management Judgment. By Paul Goodwin, George Wright. Wiley.

LDR 670 - Organizational Theory, Design and Change

[Formerly, Course 670 - Organizational Theory, Design and Change]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

This course explores how organizations understand and integrate with their environments. Theories are valuable and important because they help us explain and control our surroundings. Thus, organizational theory is important and valuable because it can explain how organizations view themselves and help us bring control to how they interact with their environment. When we design organizations, theory can bring a logical foundation to our design efforts. It can help us put in place mechanisms to control those organizations to meet their goals. Finally, this course will examine the constant need to understand and approach vital changes that must be made if organizations are to remain dynamic and vital. Change in organizations is the way they respond to, and shape, their environment. How will organizations take control of how and when they change? Students will be able to identify relevant organizational theories that will allow them to design effective organizations, and construct change strategies that can keep organizations viable in changing environments.

Course Content

- | | |
|---|---|
| ◆ Organizations and Organizational Effectiveness | ◆ Organizational Change Theory |
| ◆ Stakeholders, Managers, and Ethics | ◆ Types and Forms of Organizational Change |
| ◆ Organizing in a Changing Global Environment | ◆ Organizational Transformations: Birth, Growth, Decline, and Death |
| ◆ Basic Challenges of Organizational Design | ◆ Innovation, Entrepreneurship, and Creativity |
| ◆ Designing Organizational Structure: Authority and Control | ◆ Decision Making, Learning, Knowledge Management, and Information Technology |
| ◆ Designing Organizational Structure: Specialization and Coordination | ◆ Managing Conflict, Power, and Politics |
| ◆ Creating and Managing Organizational Culture | ◆ Leading Change |
| ◆ Organizational Design and Strategy in a Changing Global Environment | ◆ Team Change |
| ◆ Organizational Design, Competencies and Technology | ◆ The Change Agent |
| | ◆ Cultural Change |
| | ◆ Complex Change |

COURSE MATERIALS

Organizational Theory, Design, and Change. By Gareth R. Jones. Pearson.

PMP 671 - Building and Leading Project Teams

[Formerly, Course 671 - Building and Leading Project Teams]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

- | | |
|---|--|
| ◆ Project Life Cycles | ◆ Coaching and Mentoring |
| ◆ Organizing for Projects | ◆ Conflict Management |
| ◆ Role of the Project Manager | ◆ Negotiation – Processes and Techniques |
| ◆ Leadership and Followship | ◆ Continuous Process Improvement |
| ◆ Management Principles and Functions | ◆ Problem Solving – Steps |
| ◆ Power and Authority of the Project Manager | ◆ Decision Making |
| ◆ Project Teams | ◆ Performance Measurement |
| ◆ Organizing the Teams | ◆ Enhancing Performance and Productivity |
| ◆ Team Building | ◆ Time Management |
| ◆ Motivation – Individual, Group and Organizational | ◆ Managing Risk |
| ◆ Interpersonal Skills and Relationships | ◆ Managing Change |
| ◆ Communications – Models and Methods | ◆ Leading International Project Teams |

COURSE MATERIALS

Building and Managing Project Teams. Patten Press;

Human Aspects of Project Management. 3 Volumes. Project Management Institute.

LDR 676 - Advanced Approaches in Leadership

[Formerly, Course 676 - Advanced Approaches in Leadership]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

Using empirical studies, interesting anecdotes, stories, and findings, this course will expand your knowledge of leadership, building upon the foundations you have already developed through experience and academic coursework. This course will enhance your understanding of leadership at the Personal, Interpersonal, Team and Organizational (PITO) levels, and the complex array of leader-follower-situation (LFS) variables that influence the process of leadership at each of these levels. It will guide you in critically evaluating the strengths and limitations of your own leadership style, as it applies to both personal and interpersonal leadership; while applying your understanding of the tools and techniques used for developing your leadership skills, to include the Action-Observation-Reflection (A-O-R) model, and its utilization in journaling, mentoring, and evaluating case studies and personal experiences.

Course Content

- | | |
|---|---|
| ◆ Business and the Leadership Equation | ◆ Motivation, Satisfaction, and Performance |
| ◆ Tools for Leadership Development (Yourself) | ◆ Leading Groups and Teams |
| ◆ Leadership Skills Development | ◆ Skills for Development (Others) |
| ◆ Sources of Leadership Power | ◆ Assessing the Situation |
| ◆ Leadership Ethics and Moral Development | ◆ Advanced Leadership Theories |
| ◆ Leadership Attributes Defined | ◆ Leadership and Change |
| ◆ Leadership Behavior | ◆ The Good and Bad of Leadership |
| ◆ Personal Credibility and Influence | |

COURSE MATERIALS

Leadership: Enhancing the Lessons of Experience. By Richard Hughes, Robert Ginnett, Gordon Curphy. McGraw-Hill.

TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments. By Douglas Conant, Mette Norgaard. Wiley.

PMP 679 - Risk Analysis and Management

[Formerly, Course 679 - Risk Analysis and Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 – 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 – and 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 Content

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|--|--|
| ◆ Definition of Risk | ◆ Cost Risk Analysis |
| ◆ Characteristics of Risk | ◆ Schedule Risk Analysis |
| ◆ Risk vs. Uncertainty | ◆ Technical/Performance Risk Analysis |
| ◆ Risk Sources – Cost, Schedule, Technical, Programmatic, Legal | ◆ Software Risk Analysis |
| ◆ Risk Management Process – Planning, Identification, Assessment, Handling | ◆ Managing Risk – Handling, Avoidance, Transfer, Control, Assumption, Monitoring |
| ◆ Use of Risk Analysis in Projects | ◆ Integrated Cost, Schedule and Technical Risk Analysis |
| ◆ Cultural Attitudes Toward Risk | ◆ Communicating and Reporting on Risk |
| ◆ Gathering Information on Risk | ◆ Risk Analysis in Other Applications |
| ◆ Qualitative Analysis Methods | ◆ Software Tools for Risk Analysis |
| ◆ Quantitative Analysis Methods | ◆ Project/Program Risk Management |
| ◆ Risk Management in Implementation | |

COURSE MATERIALS

Identifying and Managing Project Risk. By Tom Kendrick. Amacom.

Risk Management: Tricks of the Trade for Project Managers. By Rita Mulcahy, PMP. RMC Publications, Inc.

PMP 687 - Project Quality Management

[Formerly, Course 687 - Project Quality Management]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

- | | |
|---|--|
| ◆ Introduction and Definition of Quality | ◆ Process Management |
| ◆ The History and Importance of Quality | ◆ Measurement and Strategic Information Management |
| ◆ Insight Into the Relationship Between Quality and Design, and Planning Cost | ◆ Building and Sustaining Total Quality Organizations and Projects |
| ◆ Quality in Manufacturing and Service Systems | ◆ Quality Assurance |
| ◆ Quality Management Philosophies | ◆ Fundamentals of Statistical Process Control |
| ◆ Managing for Quality and High Performance | ◆ Additional Topics in Statistical Process Control |
| ◆ Focusing on Customers | ◆ Useful Tools and Techniques for Projects and Programs |
| ◆ Leadership and Strategic Planning | |
| ◆ Human Resource Development and Management | |

COURSE MATERIALS

Managing for Quality and Performance Excellence. By James R. Evans and William M. Lindsay. Thomson South-Western.

Managing Project Quality. By Timothy J. Kloppenborg and Joseph A. Petrick. Management Concepts.

BUS 695 - Management Information Systems

[Formerly, Course 695 - Management Information Systems]

Semester Units: 3

Prerequisite or Corequisite: BUS 602

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 Content

- ◆ 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

Business Driven Technology. By Paige Baltzan. McGraw- Hill.

Leadership, Faculty, Staff, and Resources

Board of Trustees

Patten is a wholly owned subsidiary of Patten Educational Foundation, a California nonprofit corporation with a rich history of operating accredited educational institutions. The members of the Board of Trustees of Patten Educational Foundation govern the university, and have backgrounds in industry, and higher education appropriate for the institution.

The responsibility of the Board of Trustees is to oversee the institution, appoint the President, and determine the strategic direction of the university. The current members are:

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Cathy Diaz, Registrar and Director of Operations

Faculty

Faculty at Patten University are selected for their subject matter expertise, their innovative teaching techniques, and their ability to integrate theory and practice. This requires that the instructor be a competent teacher and have extensive leadership, ministry, business, or related experience – in addition to the conventional academic credentials.

The faculty of the University have deep research and extensive practical experience in their respective areas:

Dee Howard Andrews, B.S., Brigham Young University; M.S., Florida State University; Ph.D., Florida State University – Sr. Research Psychologist, Air Force Research Laboratory.

◆ Area of Focus: General Management

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◆ Area of Focus: Ministry, Theology

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◆ Area of Focus: Ministry, Theology

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◆ Area of Focus: Communications

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◆ Area of Focus: Philosophy

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◆ Area of Focus: Business, HR Management, Psychology

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Patten University values the input and oversight of independent leaders and practitioners. To ensure consistent input and review of the curriculum and outcomes of its programs, Patten University maintains two Boards of Advisors: one for its Business and Leadership programs, and one for its Christian Ministry programs. The Boards may overlap, but they are structured separately so as to ensure specific subject matter expertise over a particular set of programs.

The Board of Advisors for Christian Ministry Leadership is composed of both practicing ministers and denominational leadership, as well as academically qualified experts in relevant subject matter. This Board meets twice a year to review program outcomes and provide recommendations for curricula and course materials. The current members are Jeff McAfee, D.Min., Gary Moncher, Ph.D., Sean O'Neal, D.Min., Michael Reynolds, D.Min., and Blayne Waltrip, Ph.D.

The members of the Board of Advisors for the Business, Leadership, and Project Management programs represent all industries related to the University's graduate curricula. The function of the Board of Advisors is to review and advise as to the educational programs, curricula, and objectives of the University. The current members are Byron Chung, MBA; Carli Kyles, Ph.D.; Lige Shao, MBA; and Juan Torres, MBA, J.D.

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Career Services

Patten University does not offer career services.

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