



PATTEN
UNIVERSITY

DEGREE & CERTIFICATE CATALOG

Academic Curriculum & Student Information

January 1, 2022 - December 31, 2022

Prospective students are encouraged to review this catalog before completing an application or signing a course enrollment agreement. Prospective students are also encouraged to review our School Performance Fact Sheet which will be provided to you before signing a course 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 a general outline of the programs currently offered by the university.

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University Overview

Patten University's distance learning education programs offer working adults a convenient, content-rich approach in acquiring a quality professional education at a reasonable cost.

The University offers individual courses, six degree programs – Master of Acquisition Management (MAM), Master of Project Management (MPM), Master of Contract Management (MCM), Master of Supply Chain Management (MSCM), Master of Leadership and Management (MLM), Master of Business Administration (MBA) – and several Master 's Certificate programs.

The University, established in 1976, is a private, non-profit institution of higher learning. The University's programs are carefully designed, extensively researched and documented, organized and conducted by a faculty chosen for both their practical and theoretical background.

Coursework is undertaken through structured distance education, employing a text-based, web-enabled learning approach. It is not necessary to be registered in a degree or certificate program in order to enroll in individual University courses.

Applicants for admission to a degree program must hold a bachelor 's degree from an accredited educational institution. Students may secure limited credit for courses taken at other public, private, or Government educational institutions.

The University is accredited by the Distance Education Accrediting Commission. Patten is a private institution that is approved to operate by the California Bureau for Private Postsecondary Education. 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). Patten is also a member of the Council on Higher Education Accreditation (CHEA).

Patten is a wholly owned subsidiary of Patten Educational Foundation, a California nonprofit corporation with a rich history of operating accredited educational institutions.

The unique experience and educational resources of Patten University, in the areas of acquisition management, project/program management, contract management, supply chain management, leadership, and general management, allow it to offer work of an unparalleled academic excellence not available from any other nontraditional educational institution.

Degree Programs

Master of Acquisition Management

Acquisition/Contracting Courses

- ◆ Course 601 - Federal Government Contracting
- ◆ Course 603 - Government Contract Law
- ◆ Course 619 - Pricing and Financial Management
- ◆ Course 627 - Managing Projects
- ◆ Course 631 - Contract Management and Administration
- ◆ Course 635 - Negotiation – Principles and Practices
- ◆ Course 651 - Source Selection and Contract Award

General Management Courses

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

- *Comprehensive examination or University-approved project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 36 semester units.*

Master of Project Management

Project/Program Management Courses

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

General Management Courses

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

- *Comprehensive examination or University-approved 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.*
- **Course 629 cannot be taken if a student takes Course 625.*

Master of Contract Management

Acquisition/Contracting Courses

- ◆ Course 601 - Federal Government Contracting
- ◆ Course 603 - Government Contract Law
- ◆ Course 613 - Business Development and Proposal Preparation
- ◆ Course 619 - Pricing and Financial Management
- ◆ Course 627 - Managing Projects
- ◆ Course 631 - Contract Management and Administration
- ◆ Course 635 - Negotiation – Principles and Practices

General Management Courses

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

- *Comprehensive examination or University-approved project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 36 semester units.*

Master of Supply Chain Management

Supply/Chain Management Courses

- ◆ Course 605 - Supply Management
- ◆ Course 608 - Law and Contract
- ◆ Course 615 - Supply Chain Management
- ◆ Course 614 - Logistics Management in Government Acquisition
- or*
- Course 616 - Global Logistics Management
- ◆ Course 619 - Pricing and Financial Management
- or*
- Course 620 - Price and Cost Analysis
- ◆ Course 627 - Managing Projects
- ◆ Course 635 - Negotiation – Principles and Practices

General Management Courses

- ◆ Course 602 - Essentials of Management
- ◆ Course 610 - Operations Management
- ◆ Course 653 - Business Research Methods
- ◆ Course 657 - Management Accounting and Control
- ◆ Course 659 - Organizational Behavior and Human Resources

- *Comprehensive examination or University-approved project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 36 semester units.*

Master of Leadership and Management

- | | |
|---|---|
| <ul style="list-style-type: none"> ◆ Course 602 - Essentials of Management ◆ Course 607 - Communications and Ethics ◆ Course 611 - Leading Creativity and Innovation ◆ Course 612 - Leadership Principles and Practices ◆ Course 636 - Negotiation and Conflict Resolution ◆ Course 653 - Business Research Methods ◆ Course 659 - Organizational Behavior and Human Resources ◆ Course 668 - Cross-Cultural Management | <ul style="list-style-type: none"> ◆ Course 669 - Critical Thinking and Decision Analysis ◆ Course 670 - Organizational Theory, Design and Change ◆ Course 671 - Building and Managing Project Teams ◆ Course 672 - Strategic Leadership <li style="text-align: center;"><i>or</i> Course 676 - Advanced Approaches in Leadership |
|---|---|

– *Comprehensive examination or University-approved project is required.*
 – *Each course is 3 semester units.*
 – *Program requires completion of 36 semester units.*

Master of Business Administration - General Management

- | | |
|---|---|
| <ul style="list-style-type: none"> ◆ Course 602 - Essentials of Management ◆ Course 605 - Supply Management ◆ Course 606 - Marketing ◆ Course 607 - Communications and Ethics ◆ Course 608 - Law and Contracts ◆ Course 609 - International Business Operations ◆ Course 610 - Operations Management ◆ Course 612 - Leadership Principles and Practices ◆ Course 627 - Managing Projects <li style="text-align: center;"><i>or</i> Course 625 - Program Management | <ul style="list-style-type: none"> ◆ Course 653 - Business Research Methods ◆ Course 657 - Management Accounting and Control ◆ Course 659 - Organizational Behavior and Human Resources ◆ Course 661 - Financial Management ◆ Course 663 - Management Economics ◆ Course 695 - Management Information Systems ◆ Course 665 - Strategy and Business Policy <li style="text-align: center;"><i>(must be taken last)</i> |
|---|---|

– *Comprehensive examination or University-approved project is required.*
 – *Each course is 3 semester units.*
 – *Program requires completion of 48 semester units.*

Master of Business Administration *Acquisition and Contract Management Concentration*

Core Management Courses

- ◆ Course 602 - Essentials of Management
- ◆ Course 605 - Supply Management
- ◆ Course 606 - Marketing
- ◆ Course 610 - Operations Management
- ◆ Course 653 - Business Research Methods
- ◆ Course 657 - Management Accounting and Control
- ◆ Course 659 - Organizational Behavior and Human Resources
- ◆ Course 661 - Financial Management
- ◆ Course 695 - Management Information Systems

Acquisition and Contracting Courses

- ◆ Course 601 - Federal Government Contracting
- ◆ Course 603 - Government Contract Law
- ◆ Course 619 - Pricing and Financial Management
- ◆ Course 627 - Managing Projects
- ◆ Course 631 - Contract Management and Administration
- ◆ Course 635 - Negotiation - Principles and Practices
- ◆ Course 613 - Business Development and Proposal Preparation
- or*
- Course 651 - Source Selection and Contract Award

- *Comprehensive examination or University-approved project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 48 semester units.*

Master of Business Administration *Project Management Concentration*

Core Management Courses

- ◆ Course 602 - Essentials of Management*
- ◆ Course 605 - Supply Management*
- or*
- Course 615 - Supply Chain Management
- ◆ Course 606 - Marketing*
- ◆ Course 610 - Operations Management*
- ◆ Course 653 - Business Research Methods*
- ◆ Course 657 - Management Accounting and Control*
- ◆ Course 659 - Organizational Behavior and Human Resources*
- ◆ Course 661 - Financial Management*
- ◆ Course 695 - Management Information Systems*

Project/Program Management Courses

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

- *Comprehensive examination or University-approved 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.*
- **Course 629 cannot be taken if a student takes Course 625.*

Master of Business Administration *Supply Chain Management Concentration*

Core Management Courses

- ◆ Course 602 - Essentials of Management
- ◆ Course 606 - Marketing
- ◆ Course 610 - Operations Management
- ◆ Course 653 - Business Research Methods
- ◆ Course 657 - Management Accounting and Control
- ◆ Course 659 - Organizational Behavior and Human Resources
- ◆ Course 661 - Financial Management
- ◆ Course 695 - Management Information Systems

Supply Chain Management Courses

- ◆ Course 605 - Supply Management
- ◆ Course 608 - Law and Contracts
- ◆ Course 615 - Supply Chain Management
- ◆ Course 616 - Global Logistics Management
or
Course 614 - Logistics Management in Government Acquisition
- ◆ Course 620 - Price and Cost Analysis
or
Course 619 - Pricing and Financial Management
- ◆ Course 621 - Applications in Supply Chain Management (*must be taken last*)
- ◆ Course 627 - Managing Projects
- ◆ Course 635 - Negotiation - Principles and Practices

- *Comprehensive examination or University-approved project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 48 semester units.*

Patten University

University Mission

The mission of Patten University is to develop and deliver quality graduate distance education at a reasonable cost in the areas of acquisition and contract management, project/ program management, supply chain management and overall leadership and general management that meets and exceeds the needs of its students.

About the University

Patten University was founded in 1976, and is a private, non-profit university affiliated with the Patten Educational Foundation (“PEF”) and accredited by the Distance Education Accrediting Commission. The university was previously named American Graduate University, and is separate from the defunct institution named “Patten University” founded by PEF that operated until 2020.

The University offers a whole vehicle of education that operates outside the campus and classroom tradition. The University is uniquely qualified to offer courses and degree programs in the fields of acquisition management, contract management, project/program management, supply chain management and general management. It has a well-defined and structured curriculum, an excellent faculty, and an extensive proprietary collection of textbooks and course materials.

University Without Walls

Patten University is a true “university without walls” designed to make maximum use of efficient educational methods and technology. The University’s use of a structured curriculum and educational technology, tied in directly with the co-curricular effect of the student’s day-to-day activities, provides a cost-effective route to formal higher education on a national scale. The University’s blend of text and web-based technology is designed to duplicate the real business atmosphere for its adult student body.

The acceptance of the University’s offerings is evidenced by the fact that thousands of students complete courses each year, and by the continuing support of hundreds of companies and government agencies.

Goals of the University

- ◆ Meet the increasing demand of corporate and government entities for further education in the subject fields in which the University specializes.

- ◆ Provide an educational delivery method that is flexible, productive and cost-effective.
- ◆ Anticipate and provide new or revised programs that meet the ever-changing requirements of the University's market areas.
- ◆ Provide exemplary admissions, course registration fulfillment, student services and record-keeping while demonstrating a commitment to helping students and faculty in a courteous, ethical and timely manner.
- ◆ Foster an environment that promotes a life of learning for its students and faculty and uses feedback from its community to continuously improve the quality of its instruction, learning and support services.

University Objectives

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

1. A foundation in the leadership and management principles applicable to the operation of any business and their specific application to the areas of acquisition management, project/program management, contract management, supply chain management, and leadership and general management.
2. A comprehension of his or her own present functional interests in relation to business as a whole, and to the total economic, political, technological and social environment.
3. An explanation of the importance of management and leadership in business.
4. An increased ability to research and solve problems independently.
5. A recognition of the proper relationship of basic principles to the changing techniques used to implement them.
6. Facility in critical analysis, and analytical, communication, quantitative and synthesizing skills.
7. A combination of breadth in the total knowledge area, with a detailed, saleable amount of depth in functional specialty areas.

Advantages to the Student

The advantages to the student of participation in the program are:

1. The ability to participate in a nationally recognized program, with an integrated curriculum, and demonstrable high educational standards.

2. The assurance that if you are transferred, or change positions, you can pursue your education at your new location without worrying about differences in course content or availability, and without worrying about transferring credits.
3. The ability to pursue your studies completely through distance education.
4. The ability to proceed in a planned fashion, independent of the availability of classroom courses, since all of the courses required for the degrees are available in structured distance education formats.

The Degree Programs

Today's management environment is exceptionally turbulent. Resources are scarce, technology advances rapidly, requirements and perceived needs change quickly, the global marketplace is very competitive and the laws and regulations are becoming more numerous and more complex.

Today's managers, both in industry and government, in order to respond effectively to the changing environment, must have two essential elements. The first is a personal value system appropriate to the problems and human expectations of the times. The second is the ability to understand and interpret basic 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 acquisition and contract management, project/ program management, supply chain management and general management. The function of the University is to define and provide the education for successful participation in the field. Students may take individual courses as their need dictates, or they may participate in the University's degree programs.

The University offers intellectually demanding programs leading to a Master of Acquisition Management (MAM) degree, a Master of Project Management (MPM) degree, a Master of Contract Management (MCM) degree, a Master of Supply Chain Management (MSCM) degree, a Master of Leadership and Management (MLM) degree, or a Master of Business Administration (MBA) with General Management, Project Management, Acquisition/Contract Management, and Supply Chain Management concentrations. The programs provide a unique educational opportunity for the mature adult student that, both in content and sophistication, compares favorably with the most advanced management education available from any public, private or Government educational institution.

The University's programs are completely structured, extensively researched and documented educational programs, organized and conducted by a professional faculty with an extensive practical and theoretical background. These rigorous programs produce a management education of substance, quality, and considerable market value.

The programs of the University provide a choice of plans for the educational development of managers based on the needs and obvious career channels of the individual firm or agency and the industry. This approach is designed to reduce the waste of scarce educational time and dollars in attendance at random courses and seminars. The program is organized so that individual managers can be the principal determinants as to what happens to them educationally, within the parameters of the needs of their organization and industry, so that their education will have meaning to all three.

Accreditation and Approvals

Distance Education Accrediting Commission

Patten 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).

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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

The University has a strategic partnership with the Defense Acquisition University (DAU) to offer Government personnel the opportunity to credit their DAU courses toward a joint DAU-Patten certificate program or graduate degree. In addition, the DAU accepts two Patten courses in fulfillment of four of their Level I and II certification courses.

Master of Acquisition Management

Purpose of the Program

The practice of business management in the acquisition field is a unique, highly sophisticated profession. Management practices and procedures in this field not only encompass mastery of the normal functions of an organization, e.g., product and service development, financial management, law, technical and operations management, program management, contracting, and general management, but also the regulatory requirements and the management techniques unique to the Government acquisition, contracting and program management processes. These requirements and techniques interrelate with normal business management procedures resulting in an evolutionary business management process, far different from, and in many areas more sophisticated than, normal commercial management.

The broad area of Government acquisition, contracting and program management has achieved recognition as an educational and management discipline for which there are established rationale and needs. However, there are generally few professional degree or certificate programs provided by traditional post-secondary schools.

The purpose of the MAM program is to encourage the students to improve their present work capabilities, and to prepare themselves for increasing acquisition management responsibilities, by the development of an intensive knowledge of their chosen discipline on a broad base of information on the management theories, procedures, practices, techniques and skills associated with business operations. However, rather than learning these in unrelated units of information, the general knowledge, techniques and skills associated with specific areas of acquisition management in the Government environment are integrated into a complete body of knowledge. This provides the student with a more meaningful educational experience by taking advantage of the co-curricular effects of his or her daily work experience, and at the same time, provides that student with multiple career choices in the field of acquisition and contracting with the Federal Government.

Objectives of the Program

The overall objectives of the program 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"> ◆ Course 601 - Federal Government Contracting ◆ Course 603 - Government Contract Law ◆ Course 619 - Pricing and Financial Management ◆ Course 627 - Managing Projects ◆ Course 631 - Contract Management and Administration ◆ Course 635 - Negotiation – Principles and Practices ◆ Course 651 - Source Selection and Contract Award 	General Management Courses <ul style="list-style-type: none"> ◆ Course 602 - Essentials of Management ◆ Course 657 - Management Accounting and Control ◆ Course 653 - Business Research Methods ◆ Course 659 - Organizational Behavior and Human Resources ◆ Course 661 - Financial Management or Course 663 - Management Economics or Course 695 - Management Information Systems
<ul style="list-style-type: none"> – <i>Comprehensive examination or University-approved project is required.</i> – <i>Each course is 3 semester units.</i> – <i>Program requires completion of 36 semester units.</i> 	

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.

Objectives of the Program

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

Master of Contract Management

Purpose of the Program

The practice of business management in the field of contracting is a unique profession. Management practices and procedures in this field not only encompass mastery of the normal functions of an organization, e.g., business development, financial management, law, operations and production, project management, procurement, and general management, but also the regulatory requirements and management techniques unique to the Government contracting processes. These requirements and techniques interrelate with normal business management procedures resulting in a business management process, different from, and in many areas more complex than, normal commercial management.

The broad area of Government contracting has achieved recognition as an educational and management discipline for which there are established rationale and needs. However, there are generally few professional degree or certificate programs provided by traditional post-secondary schools.

The purpose of the MCM program is to encourage individuals to improve their present work capabilities, and to prepare themselves for increasing contract management responsibilities, by the development of an intensive knowledge of this discipline on a broad base of information on the management theories, procedures, practices, techniques and skills associated with business operations. However, rather than learning these in unrelated units of information, the general knowledge, techniques and skills associated with specific areas of specialization in the Government environment are integrated into the general area of contracting with the Federal Government. This provides the student with a more meaningful educational experience by taking advantage of the co-curricular effects of his or her daily work experience, and at the same time, provides that student with multiple career choices in the area of contracting with the Federal Government.

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

Objectives of the Program

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

Master of Supply Chain Management

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.

Objectives of the Program

The overall objectives of the program 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"> ◆ Course 605 - Supply Management ◆ Course 608 - Law and Contract ◆ Course 615 - Supply Chain Management ◆ Course 614 - Logistics Management in Government Acquisition <li style="padding-left: 20px;"><i>or</i> Course 616 - Global Logistics Management ◆ Course 619 - Pricing and Financial Management <li style="padding-left: 20px;"><i>or</i> Course 620 - Price and Cost Analysis ◆ Course 627 - Managing Projects ◆ Course 635 - Negotiation – Principles and Practices 	General Management Courses <ul style="list-style-type: none"> ◆ Course 602 - Essentials of Management ◆ Course 610 - Operations Management ◆ Course 653 - Business Research Methods ◆ Course 657 - Management Accounting and Control ◆ Course 659 - Organizational Behavior and Human Resources
<ul style="list-style-type: none"> – <i>Comprehensive examination or University-approved project is required.</i> – <i>Each course is 3 semester units.</i> – <i>Program requires completion of 36 semester units.</i> 	

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.

Objectives of the Program

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 units 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

- ◆ Course 602 - Essentials of Management
- ◆ Course 607 - Communications and Ethics
- ◆ Course 611 - Leading Creativity and Innovation
- ◆ Course 612 - Leadership Principles and Practices
- ◆ Course 636 - Negotiation and Conflict Resolution
- ◆ Course 653 - Business Research Methods
- ◆ Course 659 - Organizational Behavior and Human Resources
- ◆ Course 668 - Cross-Cultural Management
- ◆ Course 669 - Critical Thinking and Decision Analysis
- ◆ Course 670 - Organizational Theory, Design and Change
- ◆ Course 671 - Building and Managing Project Teams
- ◆ Course 672 - Strategic Leadership
or
Course 676 - Advanced Approaches in Leadership

- *Comprehensive examination or University-approved 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 Acquisition and Contract Management, a concentration in Project Management, or a concentration in Supply Chain 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.

Objectives of the Program

The overall objectives of the program 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 48 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.

MBA – General Management

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 - General Management

- | | |
|--|--|
| ◆ Course 602 - Essentials of Management | ◆ Course 653 - Business Research Methods |
| ◆ Course 605 - Supply Management | ◆ Course 657 - Management Accounting and Control |
| ◆ Course 606 - Marketing | ◆ Course 659 - Organizational Behavior and Human Resources |
| ◆ Course 607 - Communications and Ethics | ◆ Course 661 - Financial Management |
| ◆ Course 608 - Law and Contracts | ◆ Course 663 - Management Economics |
| ◆ Course 609 - International Business Operations | ◆ Course 695 - Management Information Systems |
| ◆ Course 610 - Operations Management | ◆ Course 665 - Strategy and Business Policy |
| ◆ Course 612 - Leadership Principles and Practices | <i>(must be taken last)</i> |
| ◆ Course 627 - Managing Projects | |
| <i>or</i> | |
| Course 625 - Program Management | |

- *Comprehensive examination or University-approved project is required.*
- *Each course is 3 semester units.*
- *Program requires completion of 48 semester units.*

MBA – Acquisition and Contract Management Concentration

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

MBA – 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"> ◆ Course 602 - Essentials of Management* ◆ Course 605 - Supply Management <i>or</i> Course 615 - Supply Chain Management ◆ Course 606 - Marketing* ◆ Course 610 - Operations Management* ◆ Course 653 - Business Research Methods* ◆ Course 657 - Management Accounting and Control* ◆ Course 659 - Organizational Behavior and Human Resources* ◆ Course 661 - Financial Management* ◆ Course 695 - Management Information Systems* 	Project/Program Management Courses <ul style="list-style-type: none"> ◆ Course 627 - Managing Projects <i>or</i> Course 625 - Program Management <i>or</i> Course 628 - Mastering IT Project Management ◆ Course 629 - Technical Program Management** ◆ Course 632 - Contracting and Procurement for Project Managers ◆ Course 636 - Negotiation and Conflict Resolution ◆ Course 647 - Earned Value Management Systems ◆ Course 671 - Building and Managing Project Teams* ◆ Course 679 - Risk Analysis and Management* ◆ Course 687 - Project Quality Management*
<p>– Comprehensive examination or University-approved 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. **Course 629 cannot be taken if a student takes Course 625.</p>	

MBA – Supply Chain Management Concentration

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

Acquisition and Contracting

This program provides knowledge of the acquisition, contracting and procurement processes and how this interrelates with standard business management processes.

Project/Program Management

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

Supply Chain Management

This program provides knowledge of the practices and procedures of the supply chain management function with a focus on supply chain management approaches.

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.

Certificate Curriculums

Master's Certificate in Acquisition & Contracting Management

- ◆ Course 601 - Federal Government Contracting
- ◆ Course 603 - Government Contract Law
- ◆ Course 613 - Business Development and Proposal Preparation
- ◆ Course 619 - Pricing and Financial Management
- ◆ Course 627 - Managing Projects
- ◆ Course 631 - Contract Management and Administration
- ◆ Course 635 - Negotiation – Principles and Practices
- ◆ Course 651 - Source Selection and Contract Award
- ◆ Course 679 - Risk Analysis and Management

– Successful completion of six courses (including Course 601 and Course 619) is required for the issuance of the Master's Certificate or the Joint DAU-Patten Certificate.

Master's Certificate in Project/Program Management

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

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

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

Master's Certificate in Supply Chain Management

- ◆ Course 605 - Supply Management
- ◆ Course 610 - Operations Management
- ◆ Course 615 - Supply Chain Management
- ◆ Course 614 - Logistics Management in Government Acquisition
- or
- Course 616 - Global Logistics Management
- ◆ Course 619 - Pricing and Financial Management
- or
- Course 620 - Price and Cost Analysis
- ◆ Course 635 - Negotiation – Principles and Practices

– Successful completion of all six courses is required for the issuance of the Master's Certificate or the Joint DAU-Patten Certificate.

Master's Certificate in Financial Management & Pricing

- ◆ Course 601 - Federal Government Contracting
- ◆ Course 619 - Pricing and Financial Management
- ◆ Course 627 - Managing Projects
- ◆ Course 635 - Negotiation – Principles and Practices
- ◆ Course 647 - Earned Value Management Systems
- ◆ Course 657 - Management Accounting and Control
- ◆ Course 661 - Financial Management
- ◆ Course 663 - Management Economics
- ◆ Course 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 or the Joint DAU-Patten Certificate.

Master's Certificate in Management

- ◆ Course 602 - Essentials of Management
- ◆ Course 605 - Supply Management
- ◆ Course 606 - Marketing
- ◆ Course 607 - Communications and Ethics
- ◆ Course 610 - Operations Management
- ◆ Course 615 - Supply Chain Management
- ◆ Course 627 - Managing Projects
- ◆ Course 653 - Business Research Methods
- ◆ Course 657 - Management Accounting and Control
- ◆ Course 659 - Organizational Behavior and Human Resources
- ◆ Course 661 - Financial Management
- ◆ Course 663 - Management Economics
- ◆ Course 695 - Management Information Systems

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

Instructional Mode

Structured Distance Education Courses

The University offers a wide variety of structured distance education courses. This program provides a convenient, low-cost method of pursuing individual courses or the complete degree or certificate program.

These structured distance education programs use a text-based, web-enabled approach utilizing a blend of print and electronic media. They are designed to serve men and women who must study on their own time, or in accordance with flexible schedules. They are tailored for the adult who has family, job and community responsibilities.

The courses are carefully designed teaching systems. Each course takes into account that the student does not have the physical presence of an instructor. The textbooks and written materials furnished are self-explanatory. All of the steps and divisions in the subject matter are explained in writing. Further, student questions and discussions normal to the classroom situation are anticipated and made a part of the course material. The teaching is built into the course. Provision is made for contact with faculty and staff for individual student questions. Student contact with faculty, staff and other students is accomplished through Patten's website, email, fax and telephone. Students also have access to an online library system.

Auto-Instructional Learning Program

The courses are based on the University's auto-instructional program of feedback and reinforcement based on a Five Step Study Method. Every step in learning is accomplished by student action. The student learns by active participation and feedback. Complicated material is absorbed by learning each simple part that makes it up. Learning moves from the simple to the difficult. Learning steps are corrected constantly so that misinformation is forgotten and correct information is confirmed and retained.

Each course has an assigned instructor who interacts with the student through email, fax or phone.

All course lessons, textbooks and other course materials are sent to the student within 72 hours of course registration acceptance.

Course lessons are organized in a sequential and logical order. The subject matter is broken into small learning units with all the steps and divisions of the subject matter fully explained. Before moving to the next unit, the student's learning achievements are measured.

Lesson subject examinations in each course are available through Patten's CourseWebs online examination center. Examinations requiring instructor review are graded and returned to students in

24-72 hours. A final examination for each course is given which requires the application of the principles underlying the field of study. Examinations are "open book" and designed to test a student's understanding of the subject matter and the ability to use it in practical applications.

Certain final examinations are proctored. Course final examinations are graded and returned in 2-5 days. Program comprehensive examinations and program final projects are reviewed, graded and results sent to students in 7-10 days.

Study Guides

The Study Reference Guide is the student's auto-tutor for each course. A number of lessons are included in each Guide. Each Lesson Plan describes exactly what the student should know after completion of the Lesson. It prescribes the Lesson Assignments and furnishes Collateral Reading References. The Lesson Review Exercises and Answers provide a list of the important points in each Lesson. They are designed to reinforce learning immediately. They also provide a means to quickly review the lesson content. Finally, the Subject Examination for each Lesson allows the student to demonstrate mastery of the Lesson.

Cases and Exercises

A number of cases and exercises are furnished with each course illustrating actual problems. The major objectives of the cases and exercises are to encourage the student to engage in independent thinking, and to assist in developing skill in using the knowledge imparted in the course.

Library of Materials Furnished

Structured distance education requires a combination of theory and performance which is achieved by use of text material, cases, exercises, and testing designed to make a rapid transfer from theory to know-how. Each student receives a complete library of all the necessary text material including textbooks, readings, cases, and exercises.

Courses Cover All Practices

All *project/program management* courses are in accord with the Project Management Institute's "Guide to the Project Management Body of Knowledge" and the current practices in government and industry. The *acquisition and contracting* courses are in accord with current regulations and practices of government agencies and the Uniform Commercial Code. The *supply chain management* courses are in accord with the knowledge areas enunciated by the Institute for Supply Management. The *leadership and management* courses are similar in content to those offered at other graduate level business schools.

Student Achievement

Student learning in each course is assessed by individual course lesson examinations, application lessons, papers, case analysis, and final examinations. The course instructor is responsible for determining that the student's work has resulted in the achievement of the course's learning objectives with a minimum grade of 80%. Overall program outcomes assessment is measured through program comprehensive examinations, program final projects, and student, graduate and employer surveys.

Distance Education Courses

The following courses are available by distance education:

Acquisition and Contracting

Course 601 - Federal Government Contracting
Course 603 - Government Contract Law
Course 613 - Business Development and Proposal Preparation
Course 619 - Pricing and Financial Management
Course 631 - Contract Management and Administration
Course 635 - Negotiation – Principles and Practices
Course 651 - Source Selection and Contract Award

Project/Program Management

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

Supply Chain Management

Course 605 - Supply Management
Course 614 - Logistics Management in Government Acquisition
Course 615 - Supply Chain Management
Course 616 - Global Logistics Management
Course 620 - Price and Cost Analysis
Course 621 - Applications in Supply Chain Management

Leadership

Course 611 - Leading Creativity and Innovation
Course 668 - Cross-Cultural Management
Course 669 - Critical Thinking and Decision Analysis
Course 670 - Organizational Theory, Design and Change
Course 672 - Strategic Leadership
Course 676 - Advanced Approaches in Leadership

General Management

Course 602 - Essentials of Management
Course 606 - Marketing
Course 607 - Communication and Ethics
Course 608 - Law and Contracts
Course 609 - International Business Operations
Course 610 - Operations Management
Course 612 - Leadership – Principles and Practices
Course 653 - Business Research Methods
Course 657 - Management Accounting and Control
Course 659 - Organizational Behavior and Human Resources
Course 661 - Financial Management
Course 663 - Management Economics
Course 665 - Strategy and Business Policy
Course 695 - Management Information Systems

Course descriptions are listed in the [Course Outlines](#) section and on our website: www.patten.edu

Course Outlines

This section outlines the various courses offered by Patten University for the degree and certificate programs. These courses, in their respective areas, are the most complete, practical, thoroughly documented courses available.

The courses are designed for general managers, project or program managers, financial managers, engineering managers, contracting officers, production managers, operations managers, proposal managers, marketing managers, contract managers, lawyers, estimators, price analysts, purchasing agents, subcontract managers, and senior managers in both private industry and Government.

The courses integrate the student into a total learning environment, including guided reading, case study, exercises, and examinations. Extensive use is made of case studies, exercises and charts to illustrate principles and to provide specific instruction on the subject matter.

These learning systems, which combine experienced faculty with structured subject matter, guarantee that the learning objectives specified will be achieved, and that each student will have an excellent understanding of the course content, supported by extensive course material for further study and reference.

Course 601 - Federal Government Contracting

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Federal Government Contracting*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 602 - Essentials of Management

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Management – Leading & Collaborating in the Competitive World*. By Thomas S. Bateman & Scott A. Snell. McGraw-Hill Irwin
2. Study Guide with detailed Lesson Plans.

Course 603 - Government Contract Law

Semester Units: 3

The course deals comprehensively with the purpose, interpretation, applicability and legal ramifications of the clauses, statutes, executive orders, and regulations applicable to Government prime contracts and subcontracts. The major decisions of the Boards of Contract Appeals, the Comptroller General, and the U.S. Court of Federal Claims are examined. The rights and responsibilities of the Government, prime contractor and subcontractor are explained. The specific problems of the prime and subcontractor relationship are covered.

This course is specifically designed to provide information and reference material for contract managers, subcontract managers, in-house attorneys, and private counsel who are responsible for the negotiation, analysis and implementation of the terms and conditions of Government prime contracts and subcontracts. Its major emphasis is on how to keep out of legal problems, not what to do after they arise. Therefore, its primary emphasis is on "preventive" contract law rather than the disputes and appeals process, and other legal remedies, although these are also adequately covered.

Course Outline

- | | |
|--|--|
| ◆ Government Contract Law | ◆ 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

1. *Government Contract Law*. Defense Acquisition University.
2. Study Guide with detailed Lesson Plans.

Course 605 - Supply Management

Semester Units: 3

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 Outline

- | | |
|--|--|
| ◆ 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

1. *Purchasing and Supply Chain Management*. By Robert Monczka, Robert Handfield, Larry Giunipero, James Patterson. Cengage Learning.
2. Study Guide with detailed Lesson Plans.

Course 606 - Marketing

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Marketing*. By Dhruv Grewal, Ph.D., Michael Levy, Ph.D. McGraw-Hill.
2. Study Guide with detailed Lesson Plans.

Course 607 - Communication and Ethics

Semester Units: 3

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 Outline

- | | |
|--|--|
| ◆ 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 | ◆ Stakeholders and Corporate Social |
| Positive Messages | Responsibility |
| ◆ Negative Messages | ◆ Corporate Governance and Corporate |
| ◆ Persuasive Messages | Compliance |
| ◆ Interpersonal Communication | ◆ Ethics and the Government |
| ◆ Jobs and Résumés | ◆ Health-Care Issues |
| ◆ Applications and Interviews | ◆ Ethics and Information Technology |
| ◆ Follow-Up | ◆ Strategic Planning and Corporate Culture |
| ◆ Proposals and Findings | ◆ Ethics and Financial Reporting |
| ◆ Short and Long Reports | ◆ Corporate Ethics and Code of Ethics |
| ◆ Oral Presentations and Visuals | |

COURSE MATERIALS

1. *Business Communication – Building Critical Skills*. By Kitty O. Locker & Stephen Kyo Kaczmarek. McGraw-Hill Irwin.
2. *Understanding Business Ethics*. By Peter A. Stanwick and Sarah D. Stanwick. Pearson Prentice Hall.
3. Study Guide with detailed Lesson Plans.

Course 608 - Law and Contracts

Semester Units: 3

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 Outline

- | | |
|--|---|
| ◆ 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

1. *Business Law: Text and Cases*. By Kenneth W. Clarkson, Roger LeRoy Miller, Frank B. Cross. Cengage Learning.
2. Study Guide with detailed Lesson Plans.

Course 609 - International Business Operations

Semester Units: 3

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 Outline

- | | |
|---|---|
| ◆ 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

1. *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.
2. Study Guide with detailed Lesson Plans.

Course 610 - Operations Management

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Operations and Supply Chain Management*. By Richard B. Chase, F. Robert Jacobs. McGraw-Hill.
2. Study Guide with detailed Lesson Plans.

Course 611 - Leading Creativity and Innovation

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Applying Innovation*. By David O'Sullivan and Lawrence Dooley. Sage Publications, Inc.
2. *Creative Leadership*. By Gerard Puccio, Marie Mance, and Mary Murdock. Sage Publications, Inc.
3. Study Guide with detailed Lesson Plans

Course 612 - Leadership - Principles and Practices

Semester Units: 3

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 Outline

- ◆ 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

1. *Leadership Theory and Practice*. By Peter G. Northouse. Sage Publications, Inc.
2. *The Art of Leadership*. By George Manning and Kent Curtis. McGraw-Hill Irwin.
3. Study Guide with Detailed Lesson Plans.

Course 613 - Business Development and Proposal Preparation

Semester Units: 3

The function of a proposal is to sell the managerial and technical capabilities of the firm to carry out the work required at a reasonable cost. The importance of proposals in contracting cannot be over-emphasized. It is the point of sale. It is the primary vehicle for winning additional business. It is also one of the most difficult management tasks for many companies since every element of the company is involved in the development of the technical, management and cost proposal and in the negotiation and definitization of the resulting contract.

The course is the most complete, thoroughly documented discussion of proposal preparation available to the Government prime contractors, subcontractors, commercial firms, and Government agencies from any source. It provides detailed step-by-step documented instruction on every aspect of the pre-proposal, proposal, source selection, and contract definitization process.

Course Outline

- | | |
|--|---|
| ◆ Development of a Winning Strategy | ◆ 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

1. *Proposal Preparation*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 614 - Logistics Management in Government Acquisition

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *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.
2. Study Guide with detailed Lesson Plans.

Course 615 - Supply Chain Management

Semester Units: 3

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 Outline

- ◆ 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

1. *Designing and Managing the Supply Chain*. By David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi. McGraw-Hill Irwin.
2. Study Guide with detailed Lesson Plans.

Course 616 - Global Logistics Management

Semester Units: 3

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 Outline

- | | |
|------------------------------------|--|
| ◆ 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

1. *Supply Chain Logistics Management*. By Donald J. Bowersox, David J. Closs, M. Bixby Cooper. McGraw-HJill Irwin.
2. *Global Logistics Management*. By Kent N. Gourdin. Blackwell Publishing.
3. Study Guide with detailed Lesson Plans.

Course 619 - Pricing and Financial Management of Government Contracts and Subcontracts

Semester Units: 3

The course is designed to provide an understanding and detailed working knowledge of the principles, tools and techniques for estimating, cost analysis, pricing and negotiation. Primary emphasis will be on the application of the tools and techniques in solving practical problems in the pricing of research, development, production and service contracts.

It describes the specific problems and techniques applicable to the development, analysis, negotiation and justification of each major element of cost including: engineering and manufacturing labor, labor rates, material and subcontracts, other direct costs, forward pricing rates and profit or fee. It covers the projection and analysis of cost for both small contracts, and for large contracts extending over a number of contractor and Government fiscal years.

Course Outline

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

COURSE MATERIALS

1. *Pricing and Financial Management of Government Contracts and Subcontracts*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 620 - Price and Cost Analysis

Semester Units: 3

This course is designed to provide an understanding of the most advanced concepts of price and cost analysis. It will sharpen and expand the skills of experienced practitioners and provide a solid base of knowledge and practical skills upon which less experienced personnel can build. Equal emphasis is placed on both price and cost analysis. The course demonstrates the distinction between price and cost analysis and when and how each should be used and in what combination. The importance of acquisition planning and market research in pricing will be stressed. The distinction between market pricing and cost based pricing will be emphasized. The relationship and use of price and cost analysis techniques in developing and maintaining partnering agreements will be covered.

Course Outline

- ◆ Pricing Concepts – Cost – Price – Volume Analysis
- ◆ Estimating Methods
- ◆ 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

1. *Price and Cost Analysis*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 621 - Application in Supply Chain Management

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Supply Chain Management*. By Sunil Chopra and Peter Meindl. Prentice Hall.
2. Study Guide with detailed Lesson Plans.

Course 625 - Program Management

Semester Units: 3

The course is designed to provide a comprehensive knowledge of program/project management. It is based on the program management procedures used by the United States Government and its prime and subcontractors. However, the procedures are applicable in whole or in part to the management of any type or size of research, development, production or construction project.

This course demonstrates how business and technical management systems are integrated into a total management system. It is designed to improve the performance of program/project managers in their present areas of responsibility and to prepare them for increased responsibilities in the future. The course is both concept and content oriented. It covers both the theory and practice of program/project management. It explains what to do, how to do it, and why you do it. It provides instruction in all aspects of program management, including training in the specific functions and tools of the program manager.

Course Outline

- | | |
|---|---|
| ◆ The Management Process | ◆ 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.
2. Study Guide with detailed Lesson Plans.

Course 627 - Managing Projects

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Project Manager's Handbook*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 628 - Mastering IT Project Management

Semester Units: 3

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 Outline

- | | |
|---|---|
| ◆ 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

1. *Information Technology Project Management*. By Kathy Schwalbe. Thomson-Course Technology.
2. Study Guide with detailed Lesson Plans including exercises and cases.

Course 629 - Technical Program Management

Semester Units: 3

This course is designed to provide a comprehensive knowledge of technical project management. It is a fully integrated program concerning all aspects of technical program planning and control including: engineering management, system engineering, software management, production management, integrated logistics support, and project control. It is based on technical management procedures used by the United States Government and its prime and subcontractors. However, the procedures are applicable in whole, or in part, to the technical management of any type or size of research, development, production or engineered construction project.

Its purpose is to provide a flexible integrated technical project management system which can be scaled to each application, both Government and commercial, and at the same time comply with specific program requirements.

Course Outline

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

COURSE MATERIALS

1. *Technical Program Management*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 631 - Contract Management and Administration

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Federal Acquisition and Contract Management*. By Clark G. Adams. Patten Press.
2. Study Guide with Detailed Lesson Plans.

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

Semester Units: 3

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 Outline

- ◆ The Contracting Process
- ◆ Laws and Regulations
- ◆ Methods of Contracting
- ◆ Types of Contracts
- ◆ Statements of Work
- ◆ Requests for Proposals
- ◆ Proposal Preparation
- ◆ Estimating and Pricing
- ◆ Technical/Cost Analysis of Proposals
- ◆ Source Selection
- ◆ The Contract Instrument
- ◆ Terms and Conditions
- ◆ Relationship Between Project Management and Other Organizations
- ◆ Contract Planning and Control
- ◆ Subcontracting
- ◆ Contract Changes
- ◆ Intellectual Property
- ◆ Inspection and Acceptance
- ◆ Terminations
- ◆ Legal Remedies

COURSE MATERIALS

1. *Contracting and Procurement*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 635 - Negotiation - Principles and Practices

Semester Units: 3

Negotiation takes place when two or more parties, each with their own objectives, seek to reach a mutually satisfying agreement. Negotiation is not the process of giving in or mutual sacrifice in order to secure an agreement. It is a process used to find a formula which will maximize the interest of all parties to the negotiation. Negotiation takes place in all phases of business.

The contracting and purchasing process requires a knowledge of when and how to negotiate statements of work, costs, price, and terms and conditions. Negotiation is of major importance in project/program management since it is one of the main tools of customers, project managers, team leaders and functional managers in planning and controlling the project. Negotiation is used in almost every day-to-day business activity and is vital to the successful completion of any business arrangement.

This course offers a complete approach to the development of the knowledge, attitude and skill required for success in negotiation. The emphasis is on the entire negotiation process, not just on a series of unrelated negotiation tactics. It provides both experienced and inexperienced negotiators with a complete conceptual framework for negotiation so that new experiences are added to and complement previous ones. It also provides a basis for transferring acquired skills and experience to others. The course consists of two basic segments. The first part of the course is primarily a presentation of the principles and practices of negotiation. The second part of the course consists of negotiation practice based on realistic business situations.

Course Outline

- | | |
|---|-----------------------------|
| ◆ Introduction – Why Negotiate | ◆ 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

1. *Negotiation – Principles and Practices*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 636 - Negotiation and Conflict Resolution

Semester Units: 3

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 Outline

- | | |
|--|---|
| ◆ 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

1. *Negotiation*. By Roy J. Lewicki, David M. Saunders, Bruce Barry. McGraw-Hill.
2. *Conflict 101*. By Susan H.I Shearouse. AMACOM
3. Study Guide with detailed Lesson Plans.

Course 647 - Earned Value Management Systems

Semester Units: 3

The purpose of this course is to provide a step-by-step explanation of how to integrate cost, schedule, technical planning and control into a total management system for achieving program/project objectives. The course relates these planning and control procedures to the developing philosophy of concurrent engineering and integrated product development.

Management must have an effective system for comparing the actual work being accomplished with the planned increments of work, regardless of the time period in which the work is performed and regardless of whether there is a formal customer requirement. This information is necessary in any size project in order to appraise performance against plan and to seek to identify problem areas early enough to examine a number of alternatives other than simply finding additional funding, slipping the delivery schedule or reducing technical performance. This information is also necessary to appraise the impact of proposed changes.

Course Outline

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

COURSE MATERIALS

1. *Earned Value Project Management*. By Quentin W. Fleming and Joel M. Koppelman. Project Management Institute.
2. Study Guide with detailed Lesson Plans.

Course 651 - Source Selection and Contract Award

Semester Units: 3

Acquisition Reform and Streamlining is making far-reaching changes in the way the government and industry conduct business. There are many new factors to consider in contracting by negotiation, source selection and contract pricing and definitization. These include: (1) performance-based contracting; (2) the use of statements of objectives and contractor-developed statements of work; (3) the use of oral proposals; (4) more flexible source selection approaches for the government; (5) past performance evaluation; and (6) far more emphasis on risk identification and mitigation.

The source selection and contract award process, from the development of a requirement to the issuance of a contract to the best source to fulfill that requirement, is both complex and demanding. Successful contract performance is predicated upon sound procedures. However, these procedures are often not well understood by the participants, both buyers and sellers. This is a completely integrated, well documented course covering the rationale, methods and techniques involved from the development of requirements to final source selection, negotiation and contract award.

This course includes exercises and case examples on statements of objectives, performance requirements and specifications, statements of work, evaluation factors and weights, past performance, risk analysis, cost realism and the use of best value discriminators in making a selection decision.

Course Outline

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

COURSE MATERIALS

1. *Source Selection and Contract Award*. Patten Press.
2. Study Guide with detailed Lesson Plans.

Course 653 - Business Research Methods

Semester Units: 3

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 Outline

- ◆ What is Research?
- ◆ Nature of Scientific Method
- ◆ Research Design
- ◆ Nature of Measurement
- ◆ Nature of Sampling
- ◆ Secondary Data Sources
- ◆ Survey Instrument Design
- ◆ Scaling
- ◆ Data Collection – Field Procedures
- ◆ Experimentation and Simulation
- ◆ Elements of Analysis
- ◆ Statistical Analysis
- ◆ Research Communication
- ◆ Research Problems
- ◆ Management Science Techniques

COURSE MATERIALS

1. *Business Research Methods*. By Donald R. Cooper and Pamela S. Schindler. McGraw-Hill Irwin.
2. Study Guide with detailed Lesson Plans.

Course 657 - Management Accounting and Controls

Semester Units: 3

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 Outline

- | | |
|---|--|
| ◆ 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

1. *Introduction to Managerial Accounting*. By Peter Brewer, Ray Garrison, Eric Noreen. McGraw-Hill.
2. Study Guide with detailed Lesson Plans.

Course 659 - Organizational Behavior and Human Resources

Semester Units: 3

This course is based on the modern philosophies, research and practice concerning individual, interpersonal and organizational behavior. The course focuses on leadership techniques and on understanding and managing the behavior of individuals and groups, the human resources through which the manager gets things done; and on the organization design tools the manager can use to solve the series of major and recurring problems that occur in complex organizational life.

The course objectives are to provide the student with the skills to manage individual, interpersonal and group behavior, to develop the ability to diagram the causes of human problems in the work environment, and to develop judgmental skill in taking action to improve the motivation, effectiveness and satisfaction of working groups and individuals. The course considers a wide array of tools such as structural change, measurement systems, reward systems and educational methods for solving organizational problems.

Course Outline

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

COURSE MATERIALS

1. *Organizational Behavior*. By Steven McShane and Mary Ann Von Glinow. McGraw Hill Irwin.
2. Study Guide with detailed Lesson Plans.

Course 661 - Financial Management

Semester Units: 3

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

Course Outline

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

COURSE MATERIALS

1. *Fundamentals of Corporate Finance*. By Richard Brealey, Stewart Myers, Alan Marcus. McGraw-Hill.
2. Study Guide with detailed Lesson Plans.

Course 663 - Management Economics

Semester Units: 3

Management economics concerns itself with the application of micro and macroeconomic principles to the organization and conduct of a business enterprise. It provides an understanding of the economic concepts, institutions, and methods for analysis of the firm, the nation and the world. Its principal purpose is to indicate how economic analysis can be utilized to illuminate the process of management decision making and to help improve the quality of those decisions.

The course is designed to provide techniques for analyzing the firm's immediate economic environment including the nature of industry demand and supply, the interrelationship between the firm's production and cost functions and the pricing decision, the effect of market structure on the behavior of competitors, and an understanding of the characteristics, limitations, and uses of economic information available to the firm from public and private sources. It is designed to illustrate the major tools, concepts, and institutions of economic thought and their application to the making of business decisions and the formulation of policies.

Course Outline

- ◆ Economics
- ◆ Demand and Supply
- ◆ The Price System
- ◆ Demand and Supply Elasticity
- ◆ Businesses and Their Costs
- ◆ The Firm in Competition
- ◆ Monopoly
- ◆ The Supply and Demand for Labor
- ◆ Rent, Interests and Profits
- ◆ The Distribution of Income and Wealth
- ◆ Business Fluctuations, Unemployment and Inflation
- ◆ National Income Accounting
- ◆ Consumption, Saving and Investment
- ◆ Income and Employment
- ◆ Fiscal Policy
- ◆ Money and Banking
- ◆ The Process of Money Creation
- ◆ The Federal Reserve and Monetary Policy
- ◆ Money, Stabilization and Inflation
- ◆ The Role of the Government
- ◆ International Trade
- ◆ Exchange Rates and the Balance of Payments
- ◆ Conservation and Energy
- ◆ Population Economics
- ◆ Comparative Economic Systems

COURSE MATERIALS

1. *The Economy Today*. By Bradley R. Schiller. McGraw-Hill Irwin.
2. Study Guide with detailed Lesson Plans.

Course 665 - Strategy and Business Policy

Semester Units: 3

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.

Course Outline

- | | |
|---|---|
| ◆ 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

1. *Understanding Business Strategy*. By R. Duane Ireland, Robert Hoskisson, Michael Hitt. Cengage Learning.
2. Study Guide with detailed Lesson Plans.

Course 668 - Cross-Cultural Management

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *International Management*. By Fred Luthans, Jonathan Doh. McGraw-Hill.
2. Study Guide with detailed Lesson Plans.

Course 669 - Critical Thinking and Decision Analysis

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *How to Think Logically*. By Gary Seay, Susana Nuccetelli. Pearson.
2. *Decision Analysis for Management Judgment*. By Paul Goodwin, George Wright. Wiley.
3. Study Guide with detailed Lesson Plans.

Course 670 - Organizational Theory, Design and Change

Semester Units: 3

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 Outline

- | | |
|---|---|
| ◆ 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

1. *Organizational Theory, Design, and Change*. By Gareth R. Jones. Pearson.
2. Study Guide with detailed Lesson Plans.

Course 671 - Building and Leading Project Teams

Semester Units: 3

Project management takes place in a dynamic, complex and changing environment. Successful project management depends on the people and process skills of a project manager, the project team, and the performing organization managers who support the project. These skills must be integrated with the business and technical skills necessary to lead any successful project and achieve the cost, schedule and technical objectives with maximum customer satisfaction.

The purpose of this course is to provide project participants an understanding of: (1) management functions; (2) leadership styles and followship techniques; (3) organizational structures and how project management fits into an organizational culture; (4) the relationship between organizational formats, authority and power; (5) the organization, building and maintenance of teams; (6) techniques to motivate, mentor, measure performance and coach; (7) how to effectively use the negotiation and conflict management processes; (8) how to handle risk and change; and (9) the philosophy, principles and practice of continuous improvement. The course will be conducted using a combination of lecture, class discussion, case studies and group activities.

Course Outline

- | | |
|---|--|
| ◆ Project Life Cycles | ◆ 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

1. *Building and Managing Project Teams*. Patten Press;
2. *Human Aspects of Project Management*. 3 Volumes. Project Management Institute.
3. Study Guide with detailed Lesson Plans.

Course 676 - Advanced Approaches in Leadership

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Leadership: Enhancing the Lessons of Experience*. By Richard Hughes, Robert Ginnett, Gordon Curphy. McGraw-Hill.
2. *TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments*. By Douglas Conant, Mette Norgaard. Wiley.
3. Study Guide with detailed Lesson Plans.

Course 679 - Risk Analysis and Management

Semester Units: 3

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 Outline

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

COURSE MATERIALS

1. *Identifying and Managing Project Risk*. By Tom Kendrick. Amacom.
2. *Risk Management: Tricks of the Trade for Project Managers*. By Rita Mulcahy, PMP. RMC Publications, Inc.
3. Study Guide and detailed Lesson Plans.

Course 687 - Project Quality Management

Semester Units: 3

Quality is defined from many viewpoints. One definition is the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs. Another definition of quality is meeting or exceeding customer expectations. Quality management is the integration of technical and management quality principles, practices, processes and procedures to enable each person in an organization to provide quality products and services, deliver value and contribute to the organization's success.

In a project or program, the responsibility and leadership for creating an effective quality design and delivery belongs to the project or program manager. The PM must demonstrate to the project team a commitment to quality by communicating goals, making process effectiveness a clear project/program management issue and by the commitment of resources, so that the project team views quality as a priority.

This course provides project management professionals with a comprehensive approach to the tools, techniques, and leadership and management activities that affect, both directly and indirectly, quality throughout a project or program's life cycle.

Course Outline

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

COURSE MATERIALS

1. *Managing for Quality and Performance Excellence*. By James R. Evans and William M. Lindsay. Thomson South-Western.
2. *Managing Project Quality*. By Timothy J. Kloppenborg and Joseph A. Petrick. Management Concepts.
3. Study Guide with detailed Lesson Plans.

Course 695 - Management Information Systems

Semester Units: 3

This course is based on the premise that professional managers in both the private and public sectors cannot afford to ignore information systems. Professional managers must learn how to use information technology to create competitive firms, manage global corporations, and provide useful products and services to customers.

This course covers how to: (1) use information systems; (2) use information technology to design competitive and efficient organizations; (3) understand the business and system requirements of a global environment; (4) use information systems to ensure quality throughout the firm; (5) participate in the design of a firm's information architecture and systems; (6) manage the procurement of a variety of information technologies; (7) choose among alternative telecommunications options; (8) manage and control the influence of systems on employees and customers; (9) allocate resources to competing system alternatives; (10) suggest new uses for systems; and (11) understand the ethical dilemmas and controversies that surround the use of advanced information systems.

Course Outline

- ◆ The Information Age in Which You Live
- ◆ Computer Hardware and Software
- ◆ Strategic and Competitive Opportunities
- ◆ The World Wide Web and the Internet
- ◆ Databases and Data Warehouses
- ◆ Designing Databases and Entity-Relationship Diagramming
- ◆ Decision Support and Artificial Intelligence
- ◆ Decision Analysis with Spreadsheet Software
- ◆ Electronic Commerce
- ◆ Network Basics
- ◆ Systems Development
- ◆ Building a Web Page with HTML
- ◆ IT Infrastructures
- ◆ Object-Oriented Technologies
- ◆ Protecting People and Information
- ◆ Computer Crime and Forensics
- ◆ Emerging Trends and Technologies
- ◆ Building an E-Portfolio
- ◆ Implementing a Database with Microsoft Access

COURSE MATERIALS

1. *Business Driven Technology*. By Paige Baltzan. McGraw- Hill.
2. Study Guide with detailed Lesson Plans.

University Resources

Facilities

The University's programs are national and international in scope, with a centralized faculty in the "open university" tradition. The faculty develop the curriculum, conduct the distance education programs, and prepare and grade examinations.

The University is housed in its administrative offices in Oakland, California. All student work is done through distance education. No courses are taught on-site. Housing is not required or available.

Board of Advisors

The members of the Board of Advisors represent all industries related to the University's programs. 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 Jack D. Buzzard, MBA; William A. Cohen, Ph.D., Major Gen. USAF, Ret.; David W. Curd, Ph.D., J.D.; Gary C. Humphreys, MBA; and James K. McCartney, OSA, Ph.D.

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 makeup of the Board comprises individuals with expertise designed to take into account all areas of interest in the University's program.

The function 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: Pastor Tobey Montgomery, Chairman; Dr. Gary Moncher, President; Dr. Sharon Anderson, Trustee; Rev. Wortham Fears, Trustee; and Larry Walker, Trustee.

Faculty

The faculty, combined with excellence in subject matter and innovative teaching techniques is the key element in the success of a graduate business program. The faculty must relate with experienced executives at all levels and be experts in their own fields. This requires that the instructor be a competent teacher and have extensive business and consulting experience in addition to the conventional academic credentials.

The faculty of the University has had extensive practical and research experience in the broad areas associated with their respective fields. They are supplemented, where necessary, by a carefully selected, outstanding adjunct faculty from both private business and Government.

The major criteria in selecting faculty members are: mastery of knowledge in their specific specialty; the ability to integrate theory and practice; demonstrated skill in teaching; and their ability and willingness to use the innovative teaching techniques of the University, particularly their ability to organize and document their course material so that students are provided with Lesson Plans, Textbooks, Notes, Supplementary Readings, Cases and Exercises to facilitate the learning process.

Student Services

The University offers student services consisting of academic advisement and counseling. This advisement consists of course requirement reviews, course scheduling, and answering requests for student assistance. Placement assistance is not offered.

Online Library Services

Patten University is a member of the Library and Information Resources Network (LIRN). LIRN provides a core library collection with access to:

- ◆ Gale Cengage: Over 40 databases including Academic OneFile, Business Collection, Business Economics and Theory Collection, Business Insights: Global, Computer Database, Gale Ready Reference Shelf, Gale Virtual Reference Library, Global Issues in Context, Information Science and Library Issues Collection, InfoTrac Newsstand, LegalTrac, Military and Intelligence Database, and the Student Resources in Context.
- ◆ EBook Central: Provides students with an instant, multidisciplinary library of eBooks from authoritative publishers.
- ◆ Additional Internet Resources:
 - Directory of Open Access Journals: Access to full text, quality controlled scientific and scholarly journals, covering all subjects and many languages.
 - ERIC: A comprehensive, easy-to-use full-text database of education research and information.

Access is 24 hours per day, 7 days a week.

Faculty, Trustees, and Administrators

The faculty, combined with excellence in subject matter and innovative teaching techniques, is the key element in the success of the University's programs. The faculty has had extensive practical, research and teaching experience in the broad areas associated with acquisition management, project/program management, supply chain management and business management. The major criteria in selecting faculty members are mastery of knowledge in their specific specialty; appropriate academic background; the ability to integrate theory and practice and demonstrated skill in teaching.

FACULTY

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.

◆ Patten General Management program

Theresa R. Cassino, B.S., Rowan University; M.S., Virginia Polytechnic Institute and State University; Ph.D., Virginia Polytechnic Institute and State University; PMP, Project Management Institute – Consultant.

◆ Patten General Management and Project Management programs

Michael J. Kingston, B.S., Southern New Hampshire University; M.P.M., American Graduate University – Program Manager, U.S. Army Corps of Engineers.

◆ Patten Project Management and General Management programs

Gene Murabito, M.B.A., University of La Verne – Business Solutions, Inc.

◆ Patten Financial Management and Accounting programs

Christi O'Leary, B.S., Troy State University, M.A.M., American Graduate University – Contracts Manager, Dept. of Defense.

◆ Patten Contract Management program

Robert Oravitz, B.S.B.A, Thomas Edison State University, M.B.A., Patten University, NGBCA Cert, OMB Fiscal Law Cert, NGB Fiscal Law Cert – Budget Officer, Keystone State Challenge Academy.

◆ Patten Contract Management program

Benjamin Perez, B.A., National University, M.S., National University, D.B.A., California Southern University – Professor, Devry Inc. & University of Phoenix.

◆ Patten Business, Project Management program

Bill Ryan, B.S., University of Colorado, Boulder, M.B.A., University of La Verne – President, Ryan Marketing Group.

◆ Patten General Management program

Earl Sprague, B.S., Rensselaer Polytechnic Institute, M.S., Rensselaer Polytechnic Institute, M.B.A., University of Missouri, PMP, Project Management Institute – Business Consultant.

◆ Patten Project Management program

Keith Wade, B.A., Oakland University, M.B.A., University of Detroit-Mercy, Ph.D., Northcentral University – Consultant.

◆ Patten Supply Chain Management and General Management programs

Geoffrey VanderPal, B.S., Columbia College, M.B.A., Webster University, D.B.A., Nova Southeastern University, CFP®, CTP®, PMP®, SHRM-CP, CHRM-SCP – Professor, Author, and Entrepreneur.

◆ Patten Business, Contract Management, and Project Management programs

John B. Wyatt III, B.A., Findlay College, J.D., University of Dayton School of Law, P.D.C.M., Air Force Institute of Technology – Professor, California State Polytechnic University.

◆ Patten Supply Chain Management and Contract Management programs

BOARD OF TRUSTEES

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Larry Walker, Trustee

ADMINISTRATORS

Eugene V. Wade, President

Dr. Nathan Breitling, Chief Academic Officer

Laurie Mejia, Director of Admissions and Student Achievement

Cathy Diaz, Registrar

Debbie McDonald, Operations Manager

Admissions

Requirements for Admission

Degree Programs – Applicants for admission in the Degree programs must hold a Bachelor’s degree from an educational institution accredited by an accrediting association recognized by the U.S. Department of Education. Three years of work experience in a field related to the degree objective is recommended, but not required. Students without three years of work experience will be required to begin the program with an introductory course for their degree program.

Certificate Programs – Applicants for admission in the Certificate programs must possess a minimum of a high school diploma or equivalent. In addition, a current resume or detailed job description is required. Participation in a Patten degree program is not required.

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 in administration of its educational policies, admission policies and other school administered programs.

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 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.

Technology Requirements – In order to fulfill the requirements of the Patten course curriculum all students are expected to have, or have access to: (1) a personal computer; (2) an email account; (3) a word-processor software program such as the Microsoft Office Suite; and (4) a web-browser such as Internet Explorer, Firefox, Google Chrome or Safari.

Application Instructions for Admission

An application may be found on the Patten website at www.patten.edu. A \$50 application fee and copy of a government-issued photo identification is required. Upon receipt of an application, the institution will send the applicant its Distance Education Skills Survey.

Degree Applicants must provide an official transcript from the college or university from where they received their undergraduate degree. To be considered official, transcripts must come directly from the institution. Electronic transcripts sent through a secure provider will be accepted.

Certificate Applicants must provide a current resume or detailed job description.

All documents provided to Patten for admission become the sole property of Patten and will not be returned at any time, nor is Patten permitted to forward them to a third party.

Applications are active for 90 days. Students are permitted to take their first course while they are going through the admission process, but they will not be officially accepted until all required admission items are received.

Language Requirements

All instruction is in the English language. Students whose primary language is English are not required to prove language proficiency.

An applicant who has completed university-level courses in a foreign country comparable to course credits in the American university system must have their educational credentials evaluated and sent to 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 credible providers of credential evaluations are: World Education Services (WES – www.wes.org), Educational Credential Evaluators, Inc. (ECE – www.ece.org), International Education Research Foundation (IERF – www.ierf.org). Evaluations from other credible sources will be accepted.

Applicants with previous education in a foreign country, who do not reside in the United States, the United Kingdom, Canada, Australia or New Zealand, must demonstrate English language proficiency. A minimum score of 530 on the paper-based Test of English as a Foreign Language (TOFEL PBT) or 71 on the Internet Based Test (BT) or 6.5 on the International English Language Test (IELTS) or 50 on the PTE Academic Score Report is required. Patten does not provide English language services or instruction.

Visa Services – Patten University does not provide any type of visa services, nor does it vouch for immigration status of any student's relationship with the United States Government.

Advanced Standing (Transfer Credit)

Students may secure recognition for work done at other recognized public, private, or Government educational institutions. Approval for specific courses will be established individually on the basis of

the breadth, scope, organization, and quality of work offered in relationship to the courses required by the Patten University.

No more than six semester credits (two courses) will be accepted for advanced standing in the Master's degree programs, and no more than nine semester credits (three courses) in the MBA programs. Certificate students may only receive three semester credits (one course) in advanced standing. Patten does not award credit for prior experiential learning.

An advanced standing request form is included with the application confirmation sent after receipt of an application. Applicants who wish to request advanced standing must submit the form to the Director of Admissions and Student Achievement (laurie@patten.edu) accompanied by the documentation of course completion in the form of a graduate transcript, or in the case of Government courses, a course completion certificate. Graduate transcripts must be official and must come directly from the institution. Requests for advanced standing for courses taken in another graduate program should also include information documenting the similarity to the Patten course, including course description, syllabi, text material used, and a course outline. A grade of "B" or above is required. Advanced standing will not be denied solely on the source of accreditation of the sending institution.

Transcripts from non-U.S. institutions must be evaluated by an appropriate third party and translated into English.

No fees are charged for advanced standing evaluation, nor are any fees charged for granting advanced standing. Upon acceptance into the program the applicant's approved credit for advanced standing will be added to their Patten transcript.

If an applicant's request for advanced standing 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.

Credit for Defense Acquisition University

The Defense Acquisition University (DAU) and the Patten University (Patten) have formed a strategic partnership for the establishment of cooperative graduate degree and professional certificate programs. Through this partnership with DAU, Government personnel who have earned a Level 1, 2, or 3 certification in one of the Acquisition, Technology & Logistics (AT&L) workforce career fields, may apply DAU or DAU- equivalent courses toward a graduate degree or certificate. Course equivalency lists are available on the Patten website or by request from the Patten Admissions office.

Applicants to the degree or certificate programs may receive advance standing based on completion of prior DAU or DAU-equivalent courses depending on whether they are enrolled in the Master's certificate (one course), Master's degree (two courses), or MBA (three courses) programs.

Documentation in the form of a transcript or copies of certificates of completion must be provided.

Challenges (Testing Out)

Provisions are made for students to earn credit by challenging a maximum of two additional courses (six credits) in the degree programs. To be eligible to challenge a course the student must have completed an equivalent course in another graduate program, the Defense Acquisition University (DAU) or a DAU- equivalent institution and have already received the maximum advanced standing. Applicants must provide the same documentation as they would for advanced standing.

Certificate students are not permitted to challenge any courses.

A fee of \$325 is charged for each challenge package. The challenge package consists of the textbook and challenge examination for the course. The examination must be completed and returned to Patten by the date given on the examination.

Student Code of Conduct

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 of 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.
- ◆ Never improperly use, destroy, forge or alter Patten's documents, transcripts, or other records.
- ◆ Never divulge their online username or password.
- ◆ Always observe the recommended study schedule for their program of studies.
- ◆ 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.

Enrollment and Registration

Course Enrollment

A newly accepted degree or certificate student at Patten must enroll in their first course within 90 days of acceptance. A student is subject to dismissal from the University for Unsatisfactory Academic Progress if they do not meet this deadline. A student who is unable to register for their first course by this deadline should contact the Director of Admissions and Student Achievement for an extension.

Students may enroll in distance education courses at any time. It is not necessary to be enrolled in the degree or certificate programs to register for a course as a general student.

The online registration form is accessible directly from the Student Center or by email request to the Director of Admissions and Student Achievement at laurie@patten.edu.

Housing

Patten University is an online, distance education institution. Its programs do not require on-site classroom attendance. The University does not provide housing, dormitory facilities or assistance in finding housing.

Payment of Tuition

Students pay only for individual courses and course tuition is payable by check or credit card upon registration. No long term contracts or commitments are required. All students must sign an enrollment agreement indicating their knowledge and acceptance of payment and refund provisions.

Patten does not participate in federal and state financial aid programs. An interest-free payment plan is available. Go to [Payment Plan](#) for more information.

Veterans

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 semester hours with VA benefit levels:

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

Tuition and Fees

TUITION: For all programs, students pay tuition on a course by course basis. Course terms or periods of attendance are five months in length.

Master's Degree Programs (12 courses)	Master of Business Administration Degree Programs (16 courses)
<ul style="list-style-type: none"> ◆ Master of Acquisition Management ◆ Master of Contract Management ◆ Master of Project Management ◆ Master of Supply Chain Management ◆ Master of Leadership and Management <p><i>Tuition:</i> \$325 per credit hour or \$975 per course <i>Application Fee:</i> \$50 <i>Comprehensive Exam/Project Fee:</i> \$125</p> <p>Total charges for the program for students completing on time: \$11,875</p>	<ul style="list-style-type: none"> ◆ General Management Concentration ◆ Acquisition and Contract Management Concentration ◆ Project Management Concentration ◆ Supply Chain Management Concentration <p><i>Tuition:</i> \$325 per credit hour or \$975 per course <i>Application Fee:</i> \$50 <i>Project Fee:</i> \$125</p> <p>Total charges for the program for students completing on time: \$15,775</p>
<h3 style="text-align: center;">Master's Certificate Programs (6 courses)</h3> <ul style="list-style-type: none"> ◆ Acquisition and Contracting ◆ Project/Program Management ◆ Supply Chain Management ◆ Financial Management and Pricing ◆ Management <p><i>Tuition:</i> \$325 per credit hour or \$975 per course <i>Application Fee:</i> \$50</p> <p>Total charges for the program for students completing on time: \$5,900</p>	

**ACTIVE DUTY MILITARY STUDENTS

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

**INTERNATIONAL STUDENTS

The tuition for international students is \$1,100.

Non-Refundable Fees

◆ Application Fee	\$50.00
◆ Course Challenge	\$325.00 per challenge
○ <i>Challenges require prior approval</i>	
◆ Comprehensive Examination/Project Fee	\$125.00
◆ Extension Fee	\$100.00 each
◆ Transcript Fee	\$10.00

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.

Payment Plan

Patten offers a simple payment plan that breaks tuition for each course into three equal payments. Payment 1 is due at registration; payment 2 is due at 30 days from the date of registration; and payment 3 is due at 60 days from the date of registration.

Add/Drop

Students may add an available course at any time.

Students may drop a course without penalty up until midnight of the tenth day after registration for this course. Students who drop (withdraw) from a course after the 10-day cooling off period will receive a grade of "W" on their transcript. Students who have withdrawn from two courses must re-apply to the program.

Cancellations, Withdrawals and Refunds*

After a student registers for a course, Pursuant to CEC 94920(b) an institution must refund 100 percent of the amount paid for institutional charges, less a reasonable deposit or application fee not to exceed two hundred fifty dollars (\$250.00), if notice of cancellation is made through attendance at the first class session, or by the seventh class day after enrollment. Patten refunds 100% of all course charges upon request in writing up until the first lesson and materials are received, midnight of the tenth day after registration, or upon submission of the first assignment for this course, whichever is later. A withdrawal 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. If a student withdraws or cancels a course after receipt of the first lesson and materials, after midnight of the tenth day after registration for a course, or after submission of the first assignment, the student will be subject to a one-time registration fee of \$195.00 of the course tuition which will be deducted from any refund due for this course enrollment.

Students may receive a refund up to 7½ months after receipt of the course materials. After this date no refunds will be issued.

After the official drop period of ten days, the student may withdraw from a course after instruction has started and receive a pro rata refund for the unused portion of the tuition and other refundable charges if the student has completed 60% or less of the instruction. For example, if the student completes only 30 hours of a 90-hour course and paid \$975.00 tuition; after subtracting the one-time registration fee of \$195.00 from the course tuition, the student would receive a potential refund of \$520.00.

\$780.00 (Tuition minus Registration Fee)	x	60 clock hours of instruction <u>paid for but not received</u> 90 clock hours of instructions for which student has paid	=	\$520.00
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NOTE: The State of California requires that the refund policy be expressed in clock hours of instruction, as above. An example of the policy expressed for distance education lessons completed would be: if the student completes only 10 lessons of a 30-lesson course and paid \$975.00 tuition; after subtracting the one-time \$195.00 registration fee, the student would receive a potential refund of \$520.00.

\$780.00 (Tuition minus Registration Fee)	x	20 lessons <u>paid for but not completed</u> 30 lessons for which student has paid	=	\$520.00
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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.

**Maryland Students – Review [Individual State Requirements](#) section for more information.*

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.

Educational Administration

School Calendar

Patten University operates under a continuous enrollment policy. As such, students may enroll in distance education courses at any time.

Office hours are Monday through Thursday, 9:00AM to 5:00PM and Friday 9:00AM to 2:00PM (Pacific Time).

The University offices are closed on:

President's Day

Memorial Day

Fourth of July

Labor Day

Thanksgiving Day

The Friday after Thanksgiving

Christmas Eve through the first business day after New Years Day.

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 Verification Procedures

All students are issued a student number and password. These items are required for access to the online learning management system.

Students are required to submit a photo identification so that student identity can be verified during proctored examinations.

Student's Rights and Responsibilities

As a student of Patten you are guaranteed all of the rights, privileges, and freedom granted to every U.S. citizen. However, with these rights come responsibilities; you are expected to abide by all Federal, State, and local laws. Violation of these laws will be subject to disciplinary action by the University and may be referred to the appropriate authorities.

By enrolling at Patten, you agree to abide by the University's student conduct regulations. The regulations were adopted to ensure that Patten is able to maintain an atmosphere conducive to learning and growth. These regulations were not made to deny any of the rights guaranteed as a citizen. A copy of the regulations is furnished to each degree student upon acceptance.

Examinations

Examinations for all courses are conducted through distance education, with the papers being graded by the faculty of the University. However, there are "proctoring" requirements for certain exams, and these can be arranged through the student's local library, human resources department, or education and training office.

Academic Progress

Students have five months from the start date to complete a course. The completion deadline will be cited in the Student Enrollment Agreement.

Non-VA Students – If a student registers for more than one course, the student must indicate a start date for the additional course(s) on the Student Enrollment Agreement. The five-month completion period is measured from the start date indicated on the enrollment agreement. The start date for an additional course may not be more than five months after the original start date.

VA Students – VA students must maintain satisfactory progress by completing a certain number of course lessons in each one month period of their term and complete all coursework within five months of their course start date. If a VA student is registered full time for a term (two courses) they must maintain equal progress in both courses each month and are not permitted to change the start date for the second course.

If a VA student does not complete their course(s) within the five month period the Veterans Administration will be notified of the incomplete(s).

Any VA student with two course incompletes on their student record will not be certified for additional courses until the courses are completed.

All Students – If a student does not complete a course by the day after the end date stated on their Student Enrollment Agreement, a grade of incomplete (I) will be recorded on the student's transcript. A grade of incomplete automatically becomes an "F/I" (Unresolved incomplete) if the course is not completed within 7.5 months of the original end date. An "F/I" grade does not impact a student's Grade Point Average (GPA).

Prior to a course completion date, students may request in writing a 60-day extension of the completion date at no charge. Three additional 30-day extensions are available for a fee of \$100 each.

If the course is not completed by the end of the fourth extension, the student must re-enroll in the course at the full tuition rate.

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

Certificate Program – Students enrolled in a Certificate program must complete the program within seven years.

Annual Academic Progress – Students must show regular progress toward completion of their degree or certificate program. Students not showing any academic progress for a period of one year are subject to dismissal from the University.

Condition for Re-Enrollment – Re-enrollment or re-entrance will be approved only after evidence is shown to the University's satisfaction that conditions which caused the interruption for unsatisfactory progress have been rectified.

Requesting Waivers to Academic Progress Policies – Please note that the common factor in each of these situations is communication between the student and the administration of Patten.

Patten understands that its students are working adults with multiple competing priorities and responsibilities. Patten wants its students to succeed and to graduate, and will work to accommodate each student's situation. For example, in the past, extensions have been granted and fees waived for military personnel who have been called to active duty. However, the responsibility for initiating these communications is the student's.

Requests for exceptions to Patten policies should be directed to the Chief Academic Officer, Patten University, 2433 Coolidge Ave, Oakland, CA 94601 or by email to nate@patten.edu.

Leave of Absence

A student may receive a leave of absence by writing a letter to the Director of Admissions and Student Achievement stating the reason and the expected date of reactivation. All leaves of absence must be approved by the University in advance.

Program Transfer

Students who wish to transfer into another program must fill out the "Degree/Certificate Program Transfer Form" accessible from the Student Center section of the Patten website and submit it to Student Services. Students will not be charged for their first program transfer. Students who transfer their program more than once will be charged \$50.00 for each program transfer.

Transfer into another program may require the submission of additional information or requirements and may result in losing units if any of the courses taken are not required in the new program.

Advanced standing and challenge eligibility may be affected by a program transfer. Please see information on advanced standing in the [Advanced Standing](#) section of this catalog.

Grading System

The course grade is the average of the individual lesson examinations, projects, and final examinations. In most courses the lesson examinations (which may include a project) are worth 80%, while the final examination is worth 20%. Patten uses a “numerical” grading system. 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
Below 80%	No credit

Students may view their grades at any time by logging into the Student Portal from the Student Center on the website.

Probation, Dismissal and Appeals

Probation – If a student receives a failing grade (less than 80%) in two courses, they are placed on academic probation. The student may take only one additional course while clearing the failing grades on the two courses. If a student does not clear the probation within one calendar year, they will be subject to dismissal from Patten.

Dismissal – Students are subject to dismissal if they: do not enroll in their first course within 90 days of acceptance; do not register for a course or submit a lesson for over a year; or do not clear up an academic probation within one calendar year.

Appeals – If a student has been dismissed from Patten based on academic probation or unsatisfactory progress, the student may petition the University for readmission. Any decision to dismiss a student may be appealed to the President of the University.

Grievance/Complaint Policy*

In the event that a student has a complaint, grievance, or dispute with the University's procedures or decisions, the student has the right to seek a satisfactory resolution through the following process. The first step is to discuss the matter directly with the instructor or Patten staff member. The instructor or staff member will attempt to settle the matter 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>

Written complaints can be sent directly to DEAC Headquarters at 110117th Street NW, Suite 808, Washington, DC 20036.

**Georgia and Maryland Students – Review [Individual State Requirements](#) section for more information.*

Requirements for Graduation

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..
- ◆ In the Master 's degree programs the student must pass a written comprehensive examination or project. The comprehensive examination is composed of objective questions, short answer questions, exercises and case problems which require the student to demonstrate his or her ability to use the principles taught in the program. If approved by the University administration, the student may complete a project in place of the examination. The project requires students to apply their academic learnings with their professional and business experience and successfully develop and implement a new effort in a real business situation. All MBA students are required to complete a project.

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.

Notice Regarding Transferability of Credits and Credentials Earned at our Institution

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 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.

Student Records

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 which are accessible at the University offices in Oakland, California. Students who wish a copy of their transcript must make the request in writing and pay a fee of \$10.00. Requests should be sent to the University Registrar.

Student Privacy Policy (FERPA)

Under the provisions of the federal law known as the Family Education Rights and Privacy Act of 1974 (FERPA) eligible students are afforded certain rights pertaining to University records and personally identifiable information on file with Patten University. An eligible student is defined as any person who is currently enrolled or has been enrolled in Patten University's programs. It is the policy of Patten University to treat all student information, both personal and academic, as strictly confidential. Student information will only be released after appropriate permission has been obtained.

Financial and Legal Status

Patten University does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, or has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

Individual State Requirements

Maryland

Refunds – Maryland students seeking a refund for an Patten course are subject to the following refund policy: 13B.05.01.10

.10 Refund Policy

- A. Except as provided in §B of this regulation, an institution’s refund policy shall conform to this regulation and the institution shall provide for refunds of tuition to Maryland students as provided in this regulation.
- B. If an institution’s refund policy is more beneficial to Maryland students, the institution shall follow its refund policy and provide for refunds of tuition to Maryland students as provided in that policy.
- C. Minimum Refund.
 - (1) The minimum refund that an institution shall pay to a Maryland student who withdraws or is terminated after completing only a portion of a course, program, or term within the applicable billing period is as follows:

Proportion of Total Course, Program, or Term Completed as of Date of Withdrawal or Termination	Tuition Refund
Less than 10%	90% refund
10% up to but not including 20%	80% refund
20% up to but not including 30%	60% refund
30% up to but not including 40%	40% refund
40% up to but not including 60%	20% refund
More than 60%	No refund

- (2) A refund due to a Maryland student shall be based on the date of withdrawal or termination and paid within 60 days from the date of withdrawal or termination.
- D. An institution’s refund policy for Maryland students shall be clearly disclosed to and acknowledged by students at enrollment.
- E. An institution shall maintain documentation to verify that a refund has been made.

Complaints

Maryland - Maryland students may file a complaint with the Office of the Attorney General of the Maryland Higher Education Commission. 13B.05.01 6.(A.)(6.). Office of the Attorney General, 200 St. Paul Place, Baltimore, MD 21202.

Georgia - Georgia students 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>

Grievances/Complaints - Other States

For students residing outside of California, Georgia and Maryland, 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/.

University Department Contact Information

Patten Office of the Registrar
2433 Coolidge Ave
Oakland, CA 94601

626-966-4576 (phone)
877-351-9060 (toll-free)
626-915-1709 (fax)
info@patten.edu
www.patten.edu

Hours of Operation (Pacific Time)
Monday through Thursday
9:00 AM to 5:00 PM

Friday
9:00 AM to 2:00 PM

OFFICE OF THE PRESIDENT

Eugene Wade
877-351-9060 Ext. 1001
gene@patten.edu

ACADEMIC AFFAIRS

Dr. Nathan Breitling
877-351-9060 Ext. 1002
nate@patten.edu

- ◆ Curriculum Questions
- ◆ Grade Disputes

- ◆ Instructor Issues
- ◆ Program Changes

ENROLLMENT & STUDENT SERVICES

Laurie Mejia
877-351-9060 Ext. 1007
laurie@patten.edu
studentservices@patten.edu

- ◆ Admission Requirements
- ◆ Advanced Standing
(Transfer Credit)
- ◆ Application Status
- ◆ Course Evaluations
- ◆ Course Payments
- ◆ Course Shipments

- ◆ Exam Requests
- ◆ Grade Notifications
- ◆ Graduation Requirements
- ◆ Leave of Absence
- ◆ Proctor Changes
- ◆ VA (GI Bill Information)

REGISTRAR

Cathy Diaz
877-351-9060 Ext. 1003
cathy@patten.edu

- ◆ Change of Address
- ◆ Course Extensions
- ◆ Course Re-Enrollments

- ◆ Course Registrations
- ◆ Transcript Requests
- ◆ Tuition Assistance