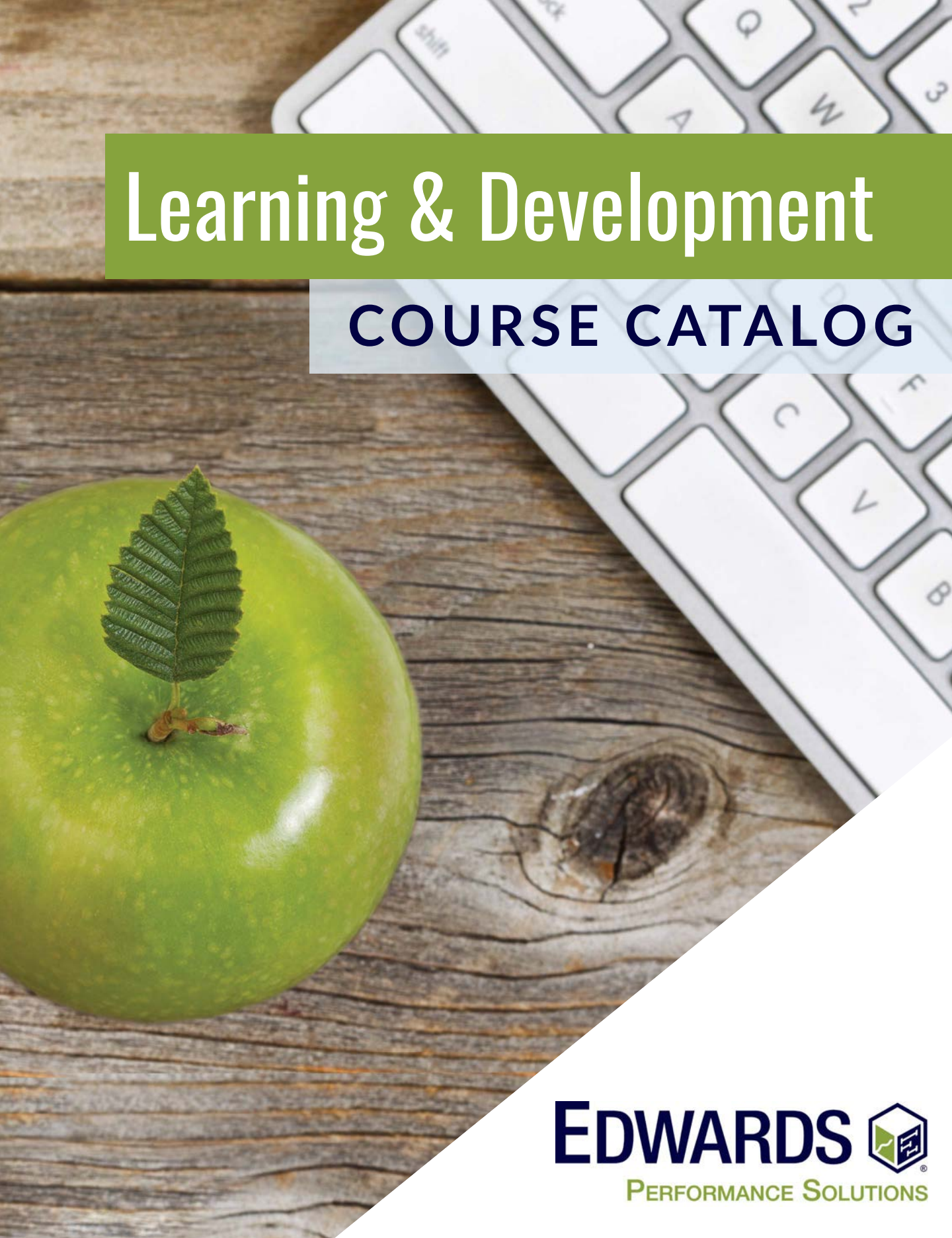
Learning & Development

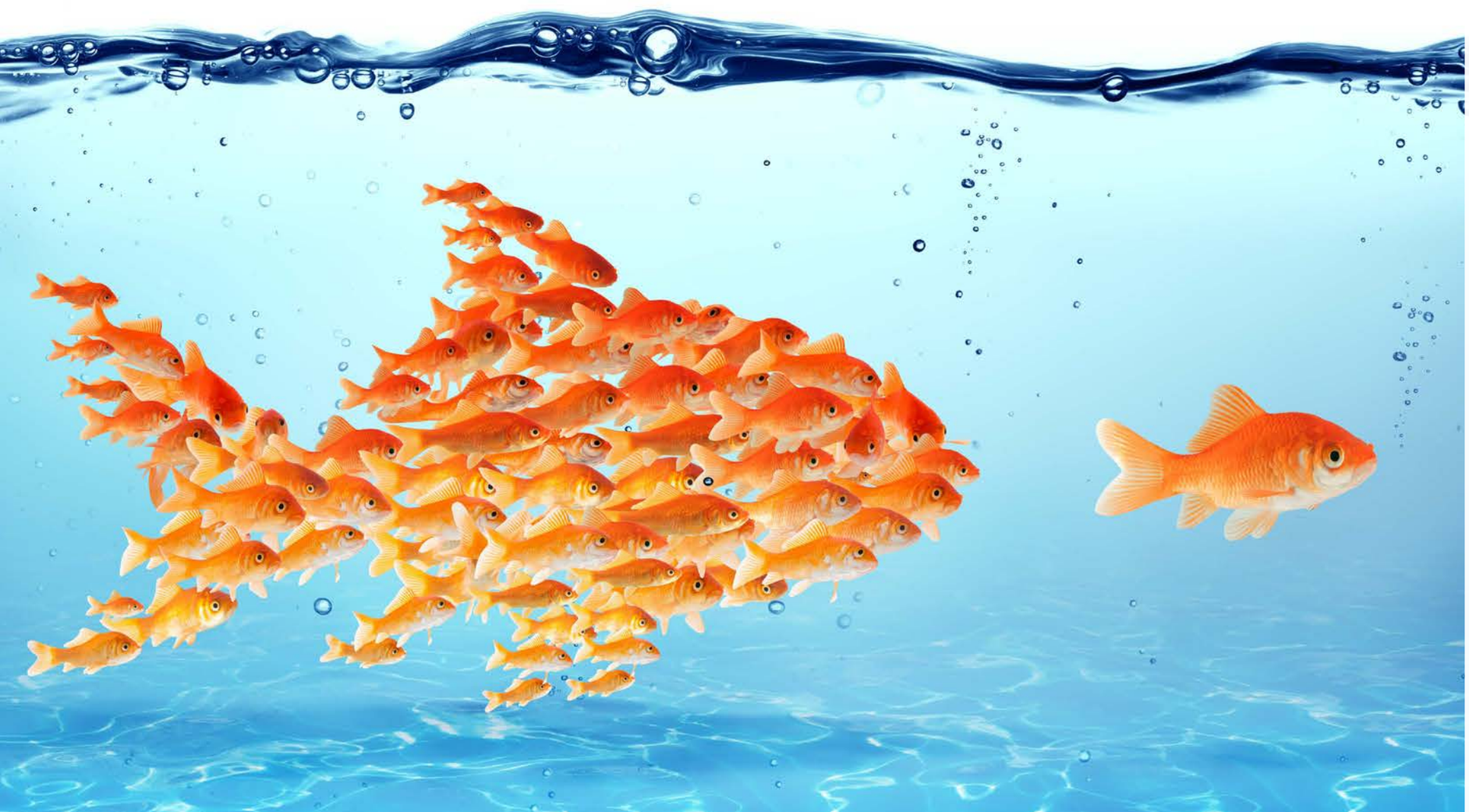
COURSE CATALOG



EDWARDS
PERFORMANCE SOLUTIONS

Follow The Leader

We keep you schooling the competition,
so you can lead the pack.



What We Offer

Edwards Performance Solutions' Learning and Development (L&D) experts, provide learning solutions to enhance organizational performance. We equip teams with the knowledge, skills, and abilities to achieve business objectives – leveraging industry experience to develop, and facilitate Project Management, Systems Engineering, Leadership, and Cybersecurity courses.

We offer and coordinate training via classroom, video teleconference, web-based, and blended platforms. All courses are created using Edwards' instructional systems design (ISD) approach, based on industry standards.

Edwards Provides

- Commercial-off-the-shelf (COTS) courses
- Tailored COTS courses
- Customized courses

Delivery Platforms

- C Classroom/Instructor led
- V Video teleconference (VTC)
- W Web-based
- B Blended

Learn More

www.edwps.com/what-we-do/learning-development/

Contact Us

Training@EdwPS.com

Table of Contents

Project Management Courses

Advanced Project Management and Control 2
Advanced Project Management Techniques 3
Agile Certified Practitioner (ACP) Exam Prep Bootcamp 4
Critical Chain Project Management (CCPM) 6
Earned Value Management (EVM): Concept to Application 7
Estimating and Requirements 8
Fundamentals of Agile 9
Gathering and Writing Project Requirements 10
Management and Communication Skills for Project Managers 11
Managing Multiple Projects 12
Meeting Planning and Facilitation 13
Microsoft Project Professional: An Introduction to Project Server 14
Microsoft Project Professional Core: A Scheduling Tool for Successfully Managing Projects 15
Microsoft Project Professional: Intermediate 16
Microsoft Project Professional: Advanced 17
Microsoft Project Professional with Earned Value Management (EVM) 18
Microsoft SharePoint 2013: Building a Solution to Meet Your Organization's Business Need 19
Microsoft SharePoint 2016: Site Owner Overview 21
Project Estimating and Scheduling 22
Program and Portfolio Management Overview 23
Project Management Fundamentals and Techniques 24
Project Management in a Matrix Organization 25
Project Management Professional (PMP) Exam Prep 26
Project Performance Measurement 27
Project Risk Management 29
Stakeholder Management 30
Work Breakdown Structures (WBS) 31

Systems Engineering Courses

Agile Development Methodology 34
Cost Estimating and Engineering Economics 35
Decision Analysis 36
Fundamentals of Systems Engineering 37
Requirements Management for Systems Engineering 38
Service Based Architecture (SBA) and Environments 39
Software Architecture Princips and Practices 40
Software Change, Configuration, and Release Management 41
Software Engineering Best Practices 42
Software Testing Fundamentals 43
System Concept and Architecting 45
System Integration, Verification, and Validation 46
System of Systems (SoS) 47
System Reliability, Maintainability, and Supportability 48
User and System Requirements Definition and Analysis for Software Engineers 49

Leadership Courses

High Performance Leadership 52
Organizational Savvy 53

Cybersecurity Courses

Organizational Cybersecurity Program 56

Why Edwards?

Since 1997, our experienced Edwards team has shared real-world experience, resulting in greater learning retention and understanding. We are serious practitioners — putting our clients' interests first. We can tailor our courses to assess your specific learning and development needs; ensuring your skills are honed. Our disciplines define our strategies for working with customers.

Certifications and Partnerships

- Microsoft Certified Silver Partner
- Project Management Institute (PMI)® Member
- PMI® Registered Education Provider (R.E.P.)
- CMMI SVC Level 3
- ISO 9001:2015

Microsoft Partner
Silver Project and Portfolio Management

Project Management Institute
Registered Education Provider

CMMI SVC/3
Exp. 2019-06-29 / Appraisal #27063

AB certification ISO 9001 : 2015

Customers

- Federal Agencies
- Commercial Companies
- PMI® Organizations

Project Management Courses

PROJECT MANAGEMENT

Our Project Management courses focus on the knowledge, skills, and techniques needed to achieve specific activities and meet project goals. Our approach is based on the sound application of PMI based standards/principles contained in the latest edition of PMI's Project Management Body of Knowledge (*PMBOK® Guide*). Our project management courses are for program or project managers, contract managers, and/or acquisition professionals.

Professional Development Units (PDUs) are credits needed as part of the Continuing Certification Requirements Program (CCR) to earn, maintain, and renew PMI certifications. PDUs are approved learning and professional service activities.

In 2015, PMI modified the CCR, incorporating a PMI Talent Triangle to promote balance between technical management, leadership, and strategic business skills. As a PMI Registered Education Provider (R.E.P.), we offer project management courses to earn PDUs, aligned to the Talent Triangle.

WHY ARE PDU CREDITS SIGNIFICANT?

- Earn, maintain, and renew PMI certs
- Provides a standardized system for tracking completed learning activities
- Boosts project management professional development skills
- Drives sharing of industry knowledge
- Encourages collaborative learning opportunities

EDWARDS®
PERFORMANCE SOLUTIONS

Advanced Project Management and Control

DESCRIPTION

Learn to create professional project schedules in an interactive environment using advanced techniques to improve planning, development, maintenance analysis, communications, and reporting skills. Build functional schedules using the Microsoft Project tool.

LENGTH 3 Days

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategi
PMP®/PGmP®	13	2	6
PMI-RMP®	0	2	6
PMI-SP®	13	2	6
PMI-ACP®	0	2	6
PfMP®	0	2	6
PMI-PBA®	0	2	6

OBJECTIVES

- Extract key milestones and project constraints, incorporating them into a project schedule
- Translate Critical Scope Components
- Define and sequence activities
- Apply schedule development, resource planning, and management techniques
- Use Critical Path Methodology to identify the activities most likely to cause a project to be late
- Define the preferred approach to apply project status and changes, as well as how to analyze resulting impacts
- Determine methods to update and analyze a schedule
- Create "what if" scenarios to compare various possible approaches to schedule issues, including fast-tracking and crashing
- Convey schedule information by using various project reports
- Create communications needed to inform stakeholders

Advanced Project Management Techniques

DESCRIPTION

Obtain a firm grasp of sophisticated project management methodology and skills to manage competing demands in changing environments using tools and techniques to plan, monitor, and control projects.

LENGTH 2 Days

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4	5	5
PMI-RMP®	0	5	5
PMI-SP®	0	5	5
PMI-ACP®	0	5	5
PfMP®	0	5	5
PMI-PBA®	0	5	5

OBJECTIVES

- Create detailed metrics to support the key decisions of a project
- Track large, complex projects by measuring key indicators
- Use financial analysis techniques to justify spending and managing expenses
- Calculate and understand the Net Present Value of a project
- Integrate Earned Value Analysis to maintain control of projects
- Control project initiatives
- Forecast project completion and total spending
- Use alternative methods to sequence and schedule project activities
- Manage competing organizational demands
- Juggle multiple and/ or complicated project responsibilities
- Converse with business leaders using common language
- Manage client needs and expectations
- Maintain effective working relationships with all project stakeholders

Agile Certified Practitioner (ACP) Exam Prep Bootcamp

DESCRIPTION

Join an experiential journey through Agile – preparing participants for the PMI-ACP exam, while developing the real-world knowledge and skills required of an Agile practitioner. Discover the mindset, methodologies, and practices of Agile from the PMI Agile Practice Guide and the PMI-ACP Exam Content Outline through exploration and hands-on experience.

LENGTH 3 Days

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	16	4	4
PMI-RMP®	16	4	4
PMI-SP®	0	4	4
PMI-ACP®	16	4	4
PfMP®	0	4	4
PMI-PBA®	0	4	4

OBJECTIVES

- Operate with an Agile mindset in accomplishing work and interacting with people
- Describe the activities, artifacts, and roles of the Scrum lifecycle approach
- Explain the concepts presented in the PMI® Agile Practice Guide to fellow project practitioners
- Discuss the domains, tasks, and terminology outlined in the PMI-ACP Exam Content Outline
- Create products using iterative and incremental practices to hone requirements and maximize value through frequent delivery, review, and feedback
- Demonstrate knowledge of Agile values, principles, and practices

Critical Chain Project Management (CCPM)

DESCRIPTION

Gain foundational knowledge of the critical chain method to reduce project lifecycle time in single and multi-project environments.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	3.5	0	0
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Integrate CCPM and traditional project management
- Define the Theory of Constraints
- Develop and control a project schedule using the CCPM process
- Use buffer management and reporting
- Define how timeboxing is used for Critical Chain scheduling and Agile development

Earned Value Management (EVM): Concept to Application

DESCRIPTION

Apply EVM concepts and tools to analyze data for managing project costs.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4.5	1.5	1.5
PMI-RMP®	0	1.5	1.5
PMI-SP®	0	1.5	1.5
PMI-ACP®	0	1.5	1.5
PfMP®	0	1.5	1.5
PMI-PBA®	0	1.5	1.5

OBJECTIVES

- Define and describe EVM techniques to effectively and accurately measure project performance
- Determine project work scope by creating an accurate Work Breakdown Structure (WBS)
- Build detailed schedules from a WBS
- Baseline and execute a comprehensive tracking and reporting process
- Compare accomplished work to planned work and actual costs
- Create performance metrics such as cost and schedule performance indices
- Report cost and schedule variances

Estimating and Requirements

DESCRIPTION

Define project requirements and discover how solid requirements provide the foundation for the entire project. Participants will implement techniques to accurately estimate resources, durations, and costs.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	5	1	1
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Implement a *PMBOK® Guide* approach to requirements management
- Explain the process and lifecycle stages for project estimating, including required information and estimation techniques
- Estimate activity durations and resources
- Identify methods of cost estimation

Fundamentals of Agile

DESCRIPTION

Learn Agile fundamentals to manage projects, including various Agile methodologies, strategies, concepts, tools, techniques, terminology, and applications.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	3.5	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	3.5	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Define Agile development
- Describe the principles and origins of Agile based on the value statements in the Agile Manifesto
- Demonstrate Agile project processes
- Exhibit knowledge of roles, events, and artifacts of an Agile project
- Describe various technical approaches of Agile
- Implement Scrum methodology
- Articulate the functional characteristics and mindset of Agile
- Explain benefits/limitations of Agile
- Articulate key differences and similarities between Agile and traditional project management
- Demonstrate methods of scaling Agile to the enterprise level
- Demonstrate how Agile and traditional projects coexist

Gathering and Writing Project Requirements

DESCRIPTION

Collect and organize project requirements and prepare findings documentation –focusing on project scope and capturing all relevant requirements, so requirements are structured, clear, and concise.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4	1.5	1.5
PMI-RMP®	0	1.5	1.5
PMI-SP®	0	1.5	1.5
PMI-ACP®	0	1.5	1.5
PfMP®	0	1.5	1.5
PMI-PBA®	0	1.5	1.5

OBJECTIVES

- Describe how scope relates to the entire project management lifecycle
- Distinguish between various types of requirements
- Define and structure project requirements (clear and concise)
- Write complete, comprehensible, and verifiable requirements
- Develop the scope of a project based on gathered and written requirements
- Create a Work Breakdown Structure (WBS) based on the defined project scope
- Define project requirements and scope management and control

Management and Communication Skills for Project Managers

DESCRIPTION

Ensure effective team and project success using management methods to strengthen leadership and communication skills. Discover which communication styles are suited to individual personalities and learn techniques for resolving team conflict/issues.

LENGTH 3 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4	10	7
PMI-RMP®	0	10	7
PMI-SP®	0	10	7
PMI-ACP®	0	10	7
PfMP®	0	10	7
PMI-PBA®	0	10	7

OBJECTIVES

- Manage teams and projects effectively
- Develop strategies to apply lessons learned within a team
- Determine personal leadership styles, develop management skills, and apply proven techniques for leading teams
- Apply strategies to create high performance project teams
- Gain hands on experience in analyzing stages of team development, maximizing project team effectiveness
- Identify behavioral styles to effectively communicate with team members
- Apply communication techniques based on personal styles and best practices
- Evaluate different motivational approaches and apply the most appropriate strategies to achieve project success
- Identify and resolve conflicts by practicing different conflict resolution approaches

Managing Multiple Projects

DESCRIPTION

Manage portfolios, programs, and/or multiple projects using a multi-project environment. Apply resource management to create and prioritize the project portfolio using reporting techniques, while managing stakeholder and client expectations.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	3	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Identify the advantages and disadvantages of a program driven environment
- Identify the advantages and disadvantages of a multiple independent environment
- Identify project priorities and sources
- Create a prioritization scale
- Capture and document priorities
- Leverage risk information from one project to another
- Leverage project work from one project to another

Meeting Planning and Facilitation

DESCRIPTION

Learn to coordinate and host effective meetings from pre-meeting planning through meeting follow up. Discover the best ways to facilitate actions and mitigate issues for the best utilization of participant resources and overall project success.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4	3	0
PMI-RMP®	0	3	0
PMI-SP®	0	3	0
PMI-ACP®	0	3	0
PfMP®	0	3	0
PMI-PBA®	0	3	0

OBJECTIVES

- Identify the essentials of a successful meeting, including appropriate meeting participants
- Define approaches for dealing with common meeting issues
- Construct a basic action items list
- Describe tactics and key elements for efficient meeting follow up

Microsoft Project Professional: An Introduction to Project Server

DESCRIPTION

Gain project management insight on schedule planning and the status updating process in a Microsoft Project Server environment. Discuss the impacts of real life project management on schedule planning and status updating processes.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	5	1.5	1
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Explore enterprise project management in a Microsoft Project Server environment
- Perform resource loading and planning using Project Web Access (PWA) resource center and Microsoft Project
- Implement best practices for managing single and multiple projects
- Implement best practices for publishing data to the enterprise environment
- Establish visibility between projects in an enterprise environment
- Develop and maintain an enterprise resource tool
- Document issues and risks within lists in a Project Server and SharePoint workspace

Microsoft Project Professional Core: A Scheduling Tool for Successfully Managing Projects

DESCRIPTION

Every project, regardless of size or complexity, must implement a project plan for success! A foundation for Microsoft Project users – apply a step-by-step methodology for entering, managing, and tracking project schedules using Microsoft Project to achieve program success.

LENGTH 2 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	11	3	1
PMI-RMP®	0	3	1
PMI-SP®	11	3	1
PMI-ACP®	0	3	1
PfMP®	0	3	1
PMI-PBA®	0	3	1

OBJECTIVES

- Use Microsoft® Project to plan, create, review, baseline, status, track, and report a project schedule
- Define and choose correct Microsoft® Project property and option settings
- Set up and manipulate project and resource calendars
- Create and manage a project resource tool
- Enter tasks and milestones, including Level of Effort (LOE) tasks
- Set up and modify task interdependencies and constraints
- Assign resources from a resource pool to a task and enter work required to complete tasks
- Track project progress
- Create project reports to analyze a project, resources, and task data

Microsoft Project Professional: Intermediate

DESCRIPTION

Build upon knowledge gained during our Microsoft Project Professional Core course, including creating custom fields, stoplight tracking charts, master schedules, and custom reports. Discover the impact of schedule planning and status updates.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	6	0	1
PMI-RMP®	0	0	1
PMI-SP®	6	0	1
PMI-ACP®	0	0	1
PfMP®	0	0	1
PMI-PBA®	0	0	1

OBJECTIVES

- Define and create a shared resource pool
- Create and manipulate multiple projects with Microsoft® Project
- Import and export Microsoft® Project data
- Create custom views, fields graphical indicators, and reports within project files
- Track project progress over multiple projects

Microsoft Project Professional: Advanced

DESCRIPTION

Build on knowledge gained during our Microsoft Project Professional Intermediate course. Topics include managing multiple projects; implementing status and schedule control methodologies; schedule analysis tools and techniques; and using Microsoft Project views, reports, and user interface customization.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	5	1	1
PMI-RMP®	0	0	0
PMI-SP®	5	1	1
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Implement different Project Management methodologies in Microsoft Project
- Implement status and schedule control methodologies
- Explore schedule analysis tools and techniques
- Explore Microsoft Project views and reports
- Discover user interface customizations

Microsoft Project Professional with Earned Value Management (EVM)

DESCRIPTION

Learn to set up, track, and report earned value (EV) using Microsoft Project. Participants determine various methods to collect and examine earned value information, enabling users to control cost overruns and/or schedule delays.

LENGTH 2 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	11	2	2
PMI-RMP®	0	2	2
PMI-SP®	11	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Provide a brief overview of EV concepts, history, terminology, and their relationship to project scheduling
- Implement best practices and Edwards methodologies for project scheduling
- Choose correct Microsoft® Project property and option settings
- Establish and manipulate project and resource calendars
- Enter tasks and milestones, including level of effort (LOE) tasks
- Define data requirements and techniques necessary for EV reporting
- Assign assets from a resource pool and enter work required to complete tasks
- Track project progress and provide EV metrics
- Create project reports to analyze a project, resources, and task data

Microsoft SharePoint 2013: Building a Solution to Meet Your Organization's Business Need

DESCRIPTION

Discover SharePoint basics, including creating and using lists, libraries, and customizing sites. Learn to plan and implement tailored SharePoint solutions to fulfill business requirements and employee needs.

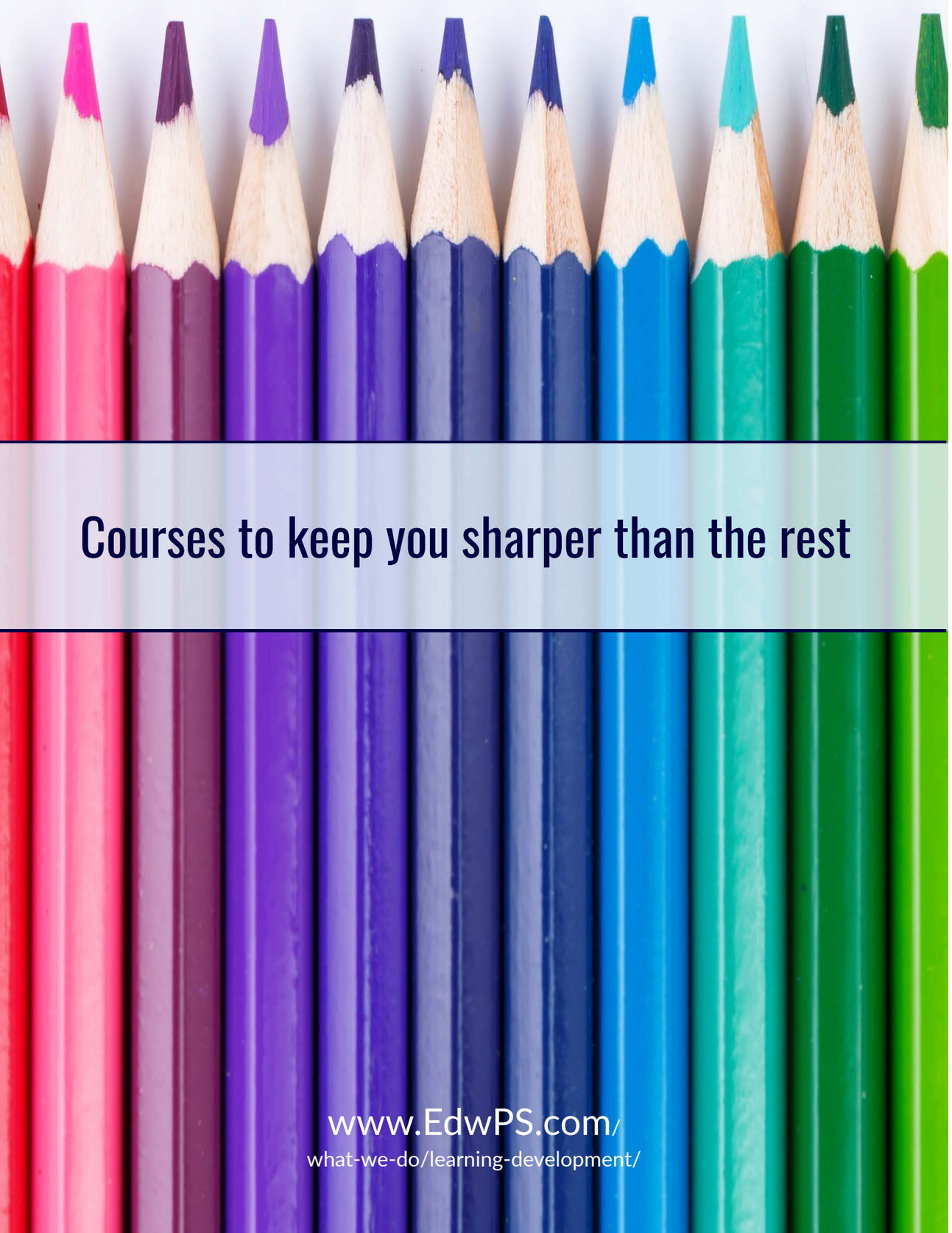
LENGTH 2 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	9	2	3
PMI-RMP®	0	2	3
PMI-SP®	0	2	3
PMI-ACP®	0	2	3
PfMP®	0	2	3
PMI-PBA®	0	2	3

OBJECTIVES

- Explain the definition, purpose, and value of SharePoint
- Identify types of site users and their roles
- Define navigation terminology/ functionality, interface parts, and site collection settings
- Customize a SharePoint site to benefit individual work/ productivity styles
- Gather organizational business requirements
- Using templates, design and create a SharePoint site
- Create, customize, and enter data into lists and libraries; create templates
- Identify and manage metadata
- Secure and manage site information, including access and permissions
- Select appropriate workflow automation
- Share information by incorporating business intelligence tools
- Determine and personalize a site and customize branding
- Recognize social networking benefits for business use



Microsoft SharePoint 2016: Site Owner Overview

DESCRIPTION

Experience SharePoint 2016 within a Microsoft Office 365 environment. Participants gain a basic overview of customization within a SharePoint site, as SharePoint site owners.

LENGTH .5 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	3.5	0	0
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Define navigation terminology and functionality, interface parts, and site collection settings
- Explain the use of web part areas and web parts within a SharePoint site
- Create/customize SharePoint lists
- Create and customize SharePoint libraries
- Understand the use of alerts in conjunction with lists and libraries
- Explain security model and concepts within a SharePoint site

Project Estimating and Scheduling

DESCRIPTION

Manage project estimating and scheduling using tools and techniques to integrate lifecycle cost calculations and scheduling – determining required project tasks and milestones success.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	5	1	1
PMI-RMP®	0	1	1
PMI-SP®	5	1	1
PMI-ACP®	0	1	1
PfMP®	0	1	1
PMI-PBA®	0	1	1

OBJECTIVES

- Define and differentiate between a project, program, and ongoing operations
- List the five process groups and ten knowledge areas of project management
- Identify the project manager's challenge
- Articulate the role of a project manager
- Differentiate between project lifecycles, phases, and process groups
- Define and appropriately apply project lifecycles to project types
- Implement a *PMBOK® Guide* approach to project planning
- Develop a work breakdown structure (WBS)
- Estimate activity durations and resources
- Develop a project network diagram
- Identify methods of cost estimation

Program and Portfolio Management Overview

DESCRIPTION

Discover Program and Portfolio Management designed for aspiring and existing portfolio and program managers. Connect business needs and operational stability with organizational projects and programs by examining prescribed PMI standards and domains.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	1	2	4
PMI-RMP®	0	2	4
PMI-SP®	0	2	4
PMI-ACP®	0	2	4
PfMP®	0	2	4
PMI-PBA®	0	2	4

OBJECTIVES

- Recognize portfolios and programs in the context of organizational project management
- Define optimal practices for strategic alignment
- Identify effective governance at the portfolio and program level
- Define stakeholder engagement at the portfolio and program level
- Examine change management and its role in portfolio management
- Describe valuation measurement techniques at the portfolio and program level
- Explore the impact and value of benefit and deliverable breakdown structures
- Identify methods of portfolio and program risk management
- Outline fundamentals of workforce optimization and organizational structures

Project Management Fundamentals and Techniques

DESCRIPTION

Learn about the 10 *PMBOK® Guide* knowledge areas, principles, and how they apply to successful project management. Gain a strong foundation of project management knowledge and how to effectively function as both a project manager and team member. Level of complexity and detail varies based on course length; an advanced version is also available.

LENGTH 1, 2, 3, or 5 Day

PDU CREDITS

PMI® Certifications 1d, 2d, 3d, 5d	Technical	Leadership	Strategic
PMP®/PGmP®	1.5, 3, 4.5, 14	3, 6, 9, 15	3, 6, 9, 6
PMI-RMP®	0	3, 6, 9, 15	3, 6, 9, 6
PMI-SP®	0	3, 6, 9, 15	3, 6, 9, 6
PMI-ACP®	0	3, 6, 9, 15	3, 6, 9, 6
PfMP®	0	3, 6, 9, 15	3, 6, 9, 6
PMI-PBA®	0	3, 6, 9, 15	3, 6, 9, 6

OBJECTIVES

- Define the five project management process areas
- Apply project management principles using the *PMBOK® Guide* 10 knowledge areas (KAs)
- Describe how each process group relates to the KAs
- Describe the inputs, tools, techniques, and outputs (ITTO) of each KA
- Define a project, program, ongoing operations, and differences between each
- Differentiate between project manager and stakeholders roles
- Estimate and control scope, cost, and time
- Develop and manage a project team
- Identify and manage project risks
- Execute project management duties
- Contribute to project success as a team member
- Define a project manager's professional and social responsibility

Project Management in a Matrix Organization

DESCRIPTION

Observe the advantages and disadvantages of working with various types of matrix organizations, incorporating leadership strategies. Learn to share specialized resources across projects with shared leadership between project management and functional management.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	0	3	4
PMI-RMP®	0	3	4
PMI-SP®	0	3	4
PMI-ACP®	0	3	4
PfMP®	0	3	4
PMI-PBA®	0	3	4

OBJECTIVES

- Provide an overview of Project Management Principles based on the *PMBOK® Guide*
- Distinguish between a project, program, and operational work
- Define the project lifecycle
- Differentiate between different types of matrix organizations and other organizational structures
- Utilize multiple tools/techniques for successfully working in a matrix organization
- Build relationships; communicate, interact, and add value to various levels/positions within a matrix organization
- Exercise influence without authority
- Manage at different levels within the organization
- Act independently, while maintaining the ability to be a team player

Project Management Professional (PMP) Exam Prep

DESCRIPTION

Prepare to pass the PMP credential exam through a rigorous project management review. Participants will complete practice exam exercises in preparation for the PMP exam.

LENGTH 5 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	20	13	2
PMI-RMP®	5	13	2
PMI-SP®	5	13	2
PMI-ACP®	0	13	2
PfMP®	0	13	2
PMI-PBA®	0	13	2

OBJECTIVES

- Define the five project management process areas
- Apply project management principles using the *PMBOK® Guide* 10 knowledge areas (KAs)
- Describe how each process group relates to the 10 KAs
- Describe the inputs, tools, techniques, and outputs (ITTO) of each KA
- Define a project, program, ongoing operations, and the differences between each
- Distinguish between project manager and stakeholder roles
- Estimate and control scope, cost, and time
- Develop and manage a project team
- Identify and manage project risks
- Perform project management duties effectively
- Contribute to project success as a team member
- Define the project manager's professional and social responsibility

Project Performance Measurement

DESCRIPTION

Learn to measure project performance in relation to a project schedule. Identify key components, indicators, and process elements for evaluating project performance.

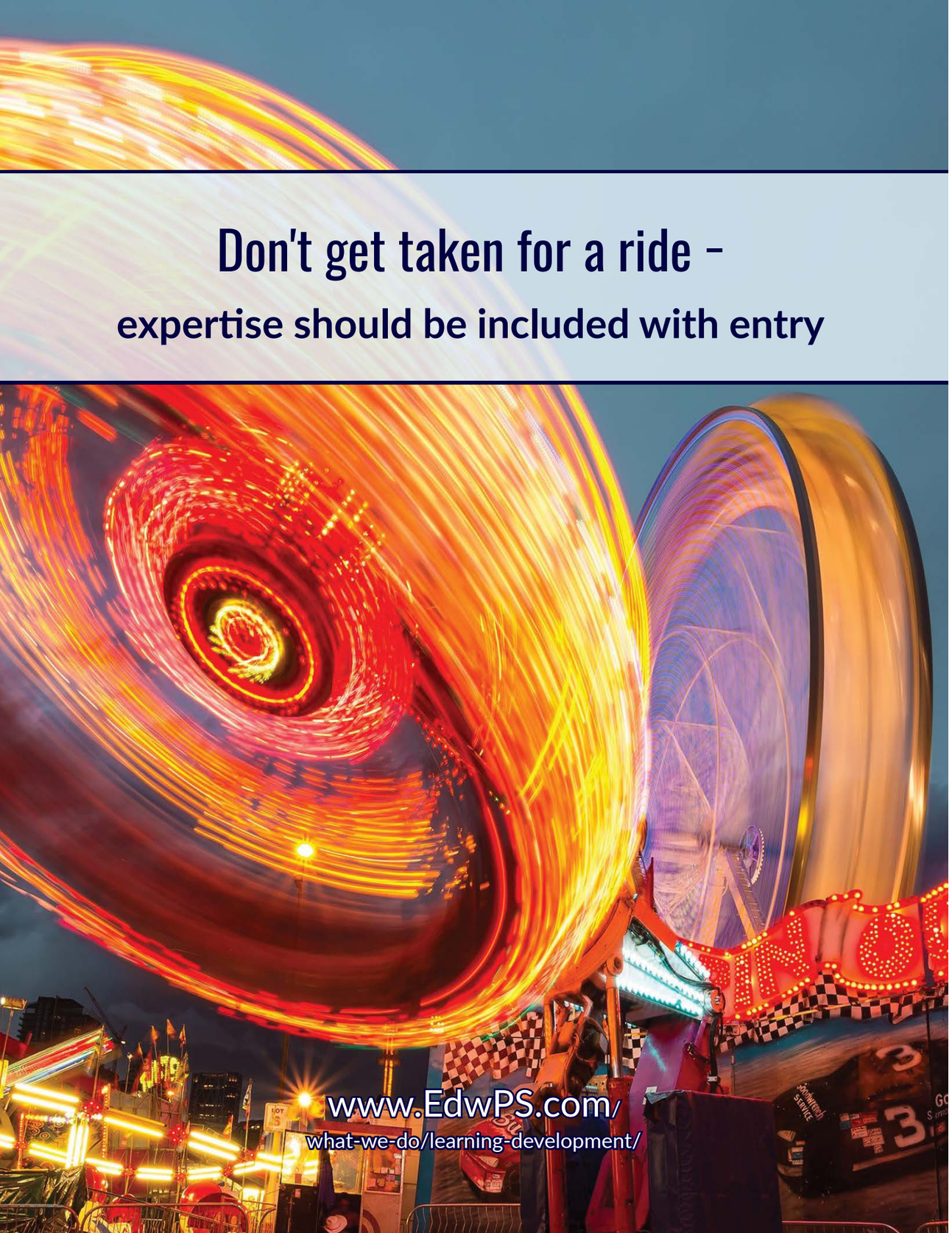
LENGTH 2 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	2	2	3
PMI-RMP®	0	2	3
PMI-SP®	0	2	3
PMI-ACP®	0	2	3
PfMP®	0	2	3
PMI-PBA®	0	2	3

OBJECTIVES

- Define performance management
- Monitor project performance management
- Track issue resolution
- Resolve conflicts by transparently sharing information
- Motivate workgroups, revealing how their contributions support the big picture
- Align tasks with goals on individual and team-based levels
- Provide ongoing feedback and coaching
- Apply performance management to project tasks/team
- Apply earned value (EV) to project schedule and costs



DESCRIPTION

Address and identify project risks to develop, determine, and manage risk resolutions through concepts, tools, and techniques. Use project risk management methods to diminish problems before they arise.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	3	2	2
PMI-RMP®	3	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Identify risk management within the project lifecycle
- Identify potential barriers when managing risks
- Develop a risk management plan
- Identify project risks
- Assess individual risk events and overall project risk using qualitative and quantitative approaches
- Plan effective risk responses from risk assessment results and capitalize on identified opportunities
- Manage/integrate risk responses into project schedules and estimates
- Monitor/integrate risk control with other project control processes

Stakeholder Management

DESCRIPTION

Learn to effectively identify internal and external project stakeholders and ensure appropriate engagement throughout a project. Recognize the value of stakeholders, their roles, and overall project impact.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	3	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Define Project Stakeholder Management
- Identify project stakeholders and how they impact project management
- Differentiate between stakeholder needs and expectations
- Describe how stakeholders impact a project
- Manage multiple stakeholders with divergent interests
- Manage stakeholder expectations, including quality and performance expectations and communication strategies
- Resolve conflict and competing priorities
- Explore project public relations and organizational politics management techniques
- Identify; document; and assign project roles, responsibilities, and reporting relationships

Work Breakdown Structures (WBS)

DESCRIPTION

Gain knowledge, skills, and techniques for developing an effective WBS for planning, executing, and controlling projects.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	5	1	1
PMI-RMP®	0	1	1
PMI-SP®	0	1	1
PMI-ACP®	0	1	1
PfMP®	0	1	1
PMI-PBA®	0	1	1

OBJECTIVES

- Discover the value of an appropriately detailed WBS
- Develop a WBS detailing project requirements and scope
- Explain the relationship between requirements/scope and a WBS
- Determine whether to use a work focused or deliverables/product based WBS
- Decide the appropriate time to import a WBS into a project management scheduling tool
- Prepare a WBS Dictionary for subsequent and/or future projects

SYSTEMS ENGINEERING

Our Systems Engineering courses focus on the lifecycle design and management of complex systems. Systems Engineering courses are for participants who are either engineers or work closely with systems and software engineers. Project managers who work with systems engineers would benefit greatly from these courses, since the processes are fundamentally the same; although the systems engineering processes are not necessarily sequential.

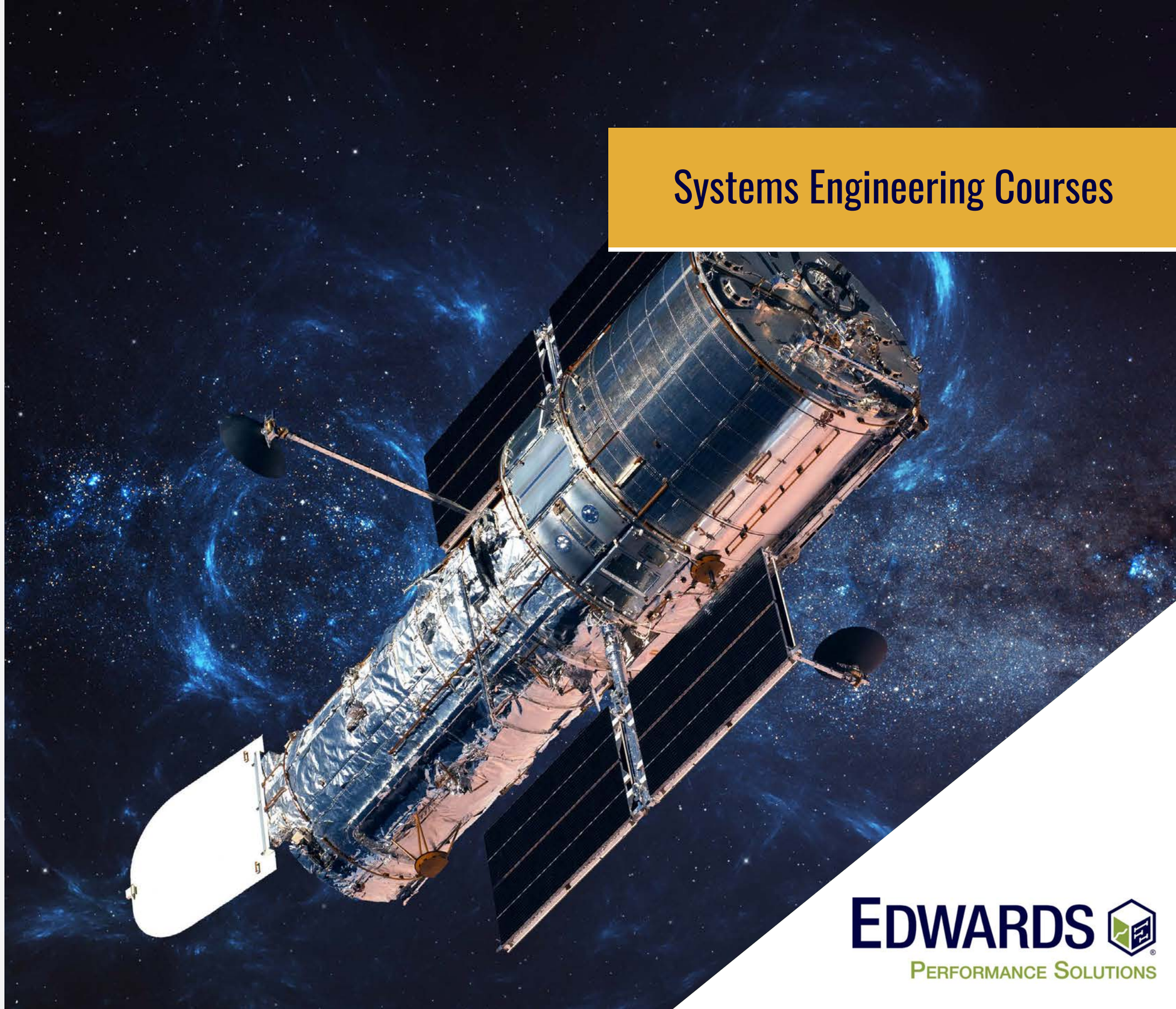
The International Council on Systems Engineering (INCOSE) sets the industry standard for Systems Engineering principles and practices, enabling comprehension of successful systems. Our courses align with the INCOSE Systems Engineering Handbook (Fourth Edition) to prepare participants for certification exams and maintain current practices for certification holders .

INCOSE certification holders are eligible to earn Professional Development Units (PDUs) to stay current with changing technology, processes, and standards.

HOW DO I REPORT MY PDUS?

- PDU forms on the INCOSE website (www.incose.org)
- 1 PDU for each hour of instruction
- Cybersecurity and project management certifications also allow for INCOSE PDU accrual

Systems Engineering Courses



EDWARDS
PERFORMANCE SOLUTIONS

Agile Development Methodology

DESCRIPTION

Gain insight on designing and delivering quick software products using the principles, values, and interactive practices of Agile development. Assign key development roles and discover scaling up Agile (i.e., SCRUM of SCRUMs, Scaled Agile Framework [SAFe]).

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	5	1	1
PMI-RMP®	0	1	1
PMI-SP®	0	1	1
PMI-ACP®	5	1	1
PfMP®	0	1	1
PMI-PBA®	0	1	1

OBJECTIVES

- Define Agile development principles
- Identify Agile software development methodologies
- Describe Agile team roles, processes, and ceremonies
- Demonstrate team working techniques and skills
- Develop stories
- Use estimating techniques to develop and evaluate level of effort (LOE)
- Apply techniques to measure, report, and adjust scope
- Demonstrate various methods of scaling Agile to the enterprise level

Cost Estimating and Engineering Economics

DESCRIPTION

Discover accounting and budgeting fundamentals, cost benefit and cost effective analysis, operations/sustainment costs, and lifecycle cost estimation as they relate to systems engineering.

LENGTH 1 Day

OBJECTIVES

- Describe how the President's budget is passed and enforced, including governing budget laws
- Explain the budget determination process, including inputs, tools and techniques, and outputs (ITTOs)
- Define cost estimation and identify associated ITTOs
- Apply cost estimation methods to determine project cost estimates
- Explain the value of cash flow concepts and interest factors
- Compare alternatives, using four different analysis methods

Decision Analysis

DESCRIPTION

Learn an easy-to-apply, systematic process for making decisions using tools and techniques to make the best decision given the time and information available, Using real-world examples from general management, systems engineering, and project management disciplines.

LENGTH 2 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4	4	6
PMI-RMP®	4	4	6
PMI-SP®	0	4	6
PMI-ACP®	5	4	6
PfMP®	0	4	6
PMI-PBA®	0	4	6

OBJECTIVES

- Recognize factors contributing to successful and unsuccessful decision making
- Explain the advantages and disadvantages of analytic and intuitive decision making
- Frame a decision problem correctly
- Use creative thinking techniques to generate alternatives
- Explain the importance of probability in decisions
- Apply a simple decision making model
- Apply three structuring techniques for deciding a course of action
- Structure and conduct a technical trade study

Fundamentals of Systems Engineering

DESCRIPTION

Discover an introduction to common systems engineering models. Address processes of conceptual development, design, organization, and management of complex systems using system engineering models.

LENGTH 1 Day

OBJECTIVES

- Define Systems Engineering
- Comprehend common Systems Engineering models
- Describe project (or system) lifecycles
- Explain Systems Engineering roles and responsibilities
- Comprehend Systems Engineering processes (e.g., ANSI 632, ISO 15288)

Requirements Management for Systems Engineering

DESCRIPTION

Define project requirements and discover how solid requirements provide the basis for the entire project and systems engineering process. Participants will gain the ability to translate customer needs and priorities into an operational concept, developing them into traceable, functional, and system performance requirements.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	4.5	1.5	1.5
PMI-RMP®	4.5	1.5	1.5
PMI-SP®	0	1.5	1.5
PMI-ACP®	0	1.5	1.5
PfMP®	0	1.5	1.5
PMI-PBA®	0	1.5	1.5

OBJECTIVES

- Define requirements
- Describe types of requirements
- Identify where requirements fit within the project lifecycle and project management
- Define the business/mission analysis process
- Identify stakeholders and define their needs and expectations
- Analyze stakeholder requirements
- Transform stakeholder needs into requirements
- Define, analyze, and manage system requirements
- Monitor change through requirements traceability
- Create Work Breakdown Structure (WBS) from gathered requirements

Service Based Architecture (SBA) and Environments

DESCRIPTION

Apply services and service based architecture concepts, including the role of a service registry and repository, the two main types of interfaces provided by services, and the value of SBA governance.

LENGTH 1 Day

OBJECTIVES

- Describe the foundations of Services Oriented Architecture (SOA)
- Develop a SOA reference knowledge base and vocabulary
- Describe IT architectures
- Create a context for the various models, levels, components, and protocols of SOA
- Define SOA Governance requirements and the related origination structures

Software Architecture Princips and Practices

DESCRIPTION

Discuss the latest software architecture concepts and how to successfully implement them. Emphasis is placed on the importance of the mission context in which systems are designed, introducing participants to software architectures in real world settings.

LENGTH 1 Day

OBJECTIVES

- Define software architecture and architectural design
- Make software architectural design decisions
- Describe and provide examples of varying software architectural patterns
- Distinguish between software architectural views and viewpoints
- Describe and provide examples of varying software application architectures
- Define the characteristics of Open System Architecture (OSA)

Software Change, Configuration, and Release Management

DESCRIPTION

Discover the essentials of change management, configuration management, and release management. Implement processes and gain technical skills essential to establishing appropriate and effective project controls to manage configurations.

LENGTH 1 Day

OBJECTIVES

- Apply software change control, configuration management (CM), and release management using a modern CM repository tool
- Construct a project based CM plan
- Apply CM to software release cycles
- Conduct build planning and bug fixing in software release cycles
- Develop a software package after a successful test event

Software Engineering Best Practices

DESCRIPTION

Grasp software engineering concepts, methods, and best practices to improve and achieve successful system engineering.

LENGTH 1 Day

OBJECTIVES

- Evaluate current software engineering practices and methods
- Describe the responsibilities of software engineers
- Describe key aspects of current software engineering technologies
- Identify and select relevant software development best practices and apply to real-world projects
- Identify ways to work effectively as a Systems Engineer and a member of a software development team

Software Testing Fundamentals

DESCRIPTION

Gain knowledge on software testing principles and fundamental test processes, subsequently developing an effective test plan.

LENGTH 1 Day

OBJECTIVES

- Identify concepts of software testing
- Develop skills in requirements analysis, test planning, and test case development
- Implement best practices and techniques for software testing execution

Do you know your cyber risk...

Or is your head still in the sand?

www.EdwPS.com/
what-we-do/learning-development/

DESCRIPTION

Learn about the systems engineering architecting process and the systems architecture/synthesis of large, complex systems. Explore the systems architecting process and its role in the systems engineering process using a hands on, how to application through design project and/or case studies.

LENGTH 1 Day

OBJECTIVES

- Identify various levels of architecture (project, program and enterprise)
- Describe the Department of Defense Architectural Framework (DoDAF)
- Define the Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR) architecture framework
- Implement the Zachman Framework
- Describe IEEE 1471
- Explain the systems and software architecture description standard
- Describe architecting best practices and techniques

System Integration, Verification, and Validation

DESCRIPTION

Discover the links between hardware and software system elements, as well as external systems' interfaces.

LENGTH 1 Day

OBJECTIVES

- Identify the process framework required to realize specified system elements
- Integrate elements to ensure the system fulfills its specified requirements, characteristics, and mission

System of Systems (SoS)

DESCRIPTION

Learn the SoS concept through techniques and technologies, including the interoperation of independently evolving SoS' and diagnosing SoS governance and acquisition dimensions.

LENGTH 1 Day

OBJECTIVES

- Describe SoS and how they differ from normal systems
- Identify key features of a SoS
- Identify different methods to architect SoS
- Acquire practical tools to integrate systems of systems
- Improve skills working within disjoint teams
- Test and evaluate SoS

System Reliability, Maintainability, and Supportability

DESCRIPTION

Explore system architecture development, common support concepts, and the impact of supply chain design supportability to meet user reliability and maintainability concerns.

LENGTH 1 Day

OBJECTIVES

- Apply reliability, maintainability, and supportability concerns into the system design and development process
- Identify and utilize relevant methods, tools, and techniques used to define the reliability, maintainability, and supportability of a system
- Discover reliability prediction methods
- Explain the DoD lifecycle approach

User and System Requirements Definition and Analysis for Software Engineers

DESCRIPTION

Address theoretical and practical aspects of requirements development and management using analysis methods and techniques. Participants will learn to set requirements development schedules and evaluate/manage risk in requirements.

LENGTH 2 Day

OBJECTIVES

- Identify eliciting, verifying, and validating stakeholder needs, all within the larger Systems Engineering process
- Identify requirements types
- Apply management requirements and traceability to effectively evaluate and implement requirements changes

Leadership Courses

LEADERSHIP

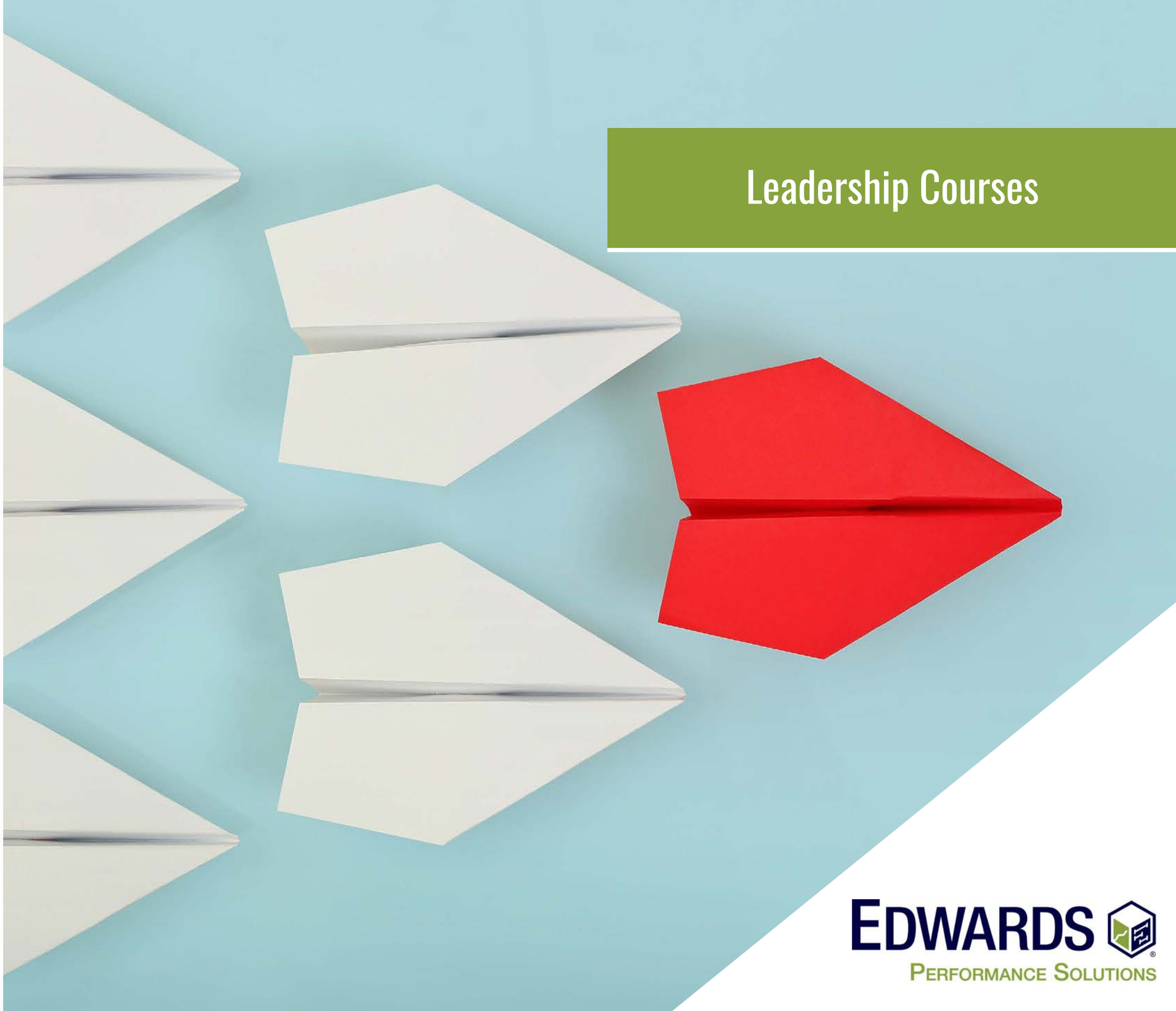
Leadership courses provide both new and seasoned leaders the opportunity to enhance their skills. Our Leadership courses employ best practices for developing organizations, teams, and people; apply communication skills to enhance leader effectiveness and team performance; and identify strategies to drive organizational performance.

To be successful within today's industries, organizations cannot survive solely on effective management skills. Our Leadership courses complement our management courses and promote a balance between management and leadership. Management expertise combined with soft skills is a critical component of successful leadership. By teaching managers how to manage effectively, we ensure future leaders are better equipped for their roles.

Developing leadership skills is now a key focus for PMI. As such, our Leadership courses offer Professional Development Units (PDUs) in the Leadership category of the PMI Talent Triangle.

WHAT DEFINES AN EFFECTIVE LEADER?

- Promotes high performance
- Builds and maintains effective relationships and interpersonal skills
- Motivates team members
- Provides coaching and mentoring
- Encourages active listening
- Ensures accountability



EDWARDS
PERFORMANCE SOLUTIONS

High Performance Leadership

DESCRIPTION

Discover what it takes to become an effective leader by enhancing skills in communication, emotional intelligence, and team building – driving teams to peak performance.

LENGTH 1 Day

PDU CREDITS

PMI® Certifications	Technical	Leadership	Strategic
PMP®/PGmP®	0	8	0
PMI-RMP®	0	8	0
PMI-SP®	0	8	0
PMI-ACP®	0	8	0
PfMP®	0	8	0
PMI-PBA®	0	8	0

OBJECTIVES

- Define leadership
- Summarize commonly accepted leadership models, principles, concepts, and definitions
- Apply communication skills and techniques to enhance leader effectiveness and team performance
- Execute strategies for managing challenges faced by leaders
- Employ best practices for developing organizations, teams, and people
- Describe the impact of culture on organizational success
- Identify strategies for driving performance
- Apply techniques to maximize the value of networking and making connections
- Create a leadership action plan

Organizational Savvy

DESCRIPTION

Influence an organization and leverage political styles to manage perceptions and reputations.

LENGTH 2 Day

OBJECTIVES

- Identify and define their own attitudes about organizational politics and power
- Leverage political styles to protect themselves
- Utilize political awareness to assess corporate “buzz” and reputation
- Utilize proactive and protective street-smart actions to influence corporate “buzz” and reputation

CYBERSECURITY

Today's technology driven world make cyber vulnerabilities inevitable. And, with evolving threat environments and changing compliance requirements, organizations must be aware of cyber's business impacts. Cybersecurity is a business risk, not just an IT problem.

Our Cybersecurity courses are designed for current cybersecurity or IT professionals, as well as participants looking for a deeper understanding of how cybersecurity is used to meet and secure business goals.

Edwards applies the five core functions of the NIST Cybersecurity Framework (CSF) – Identify, Protect, Detect, Respond, Recover – to all Cybersecurity courses.

WHY IS CYBER A BUSINESS IMPERATIVE?

- Cyber criminals do not discriminate - they pursue vulnerabilities
- Most security attacks are not targeted
- Methods of attack continue to improve
- Your systems could be used to breach business assets, including customer information

Cybersecurity Courses

EDWARDS
PERFORMANCE SOLUTIONS

Organizational Cybersecurity Program

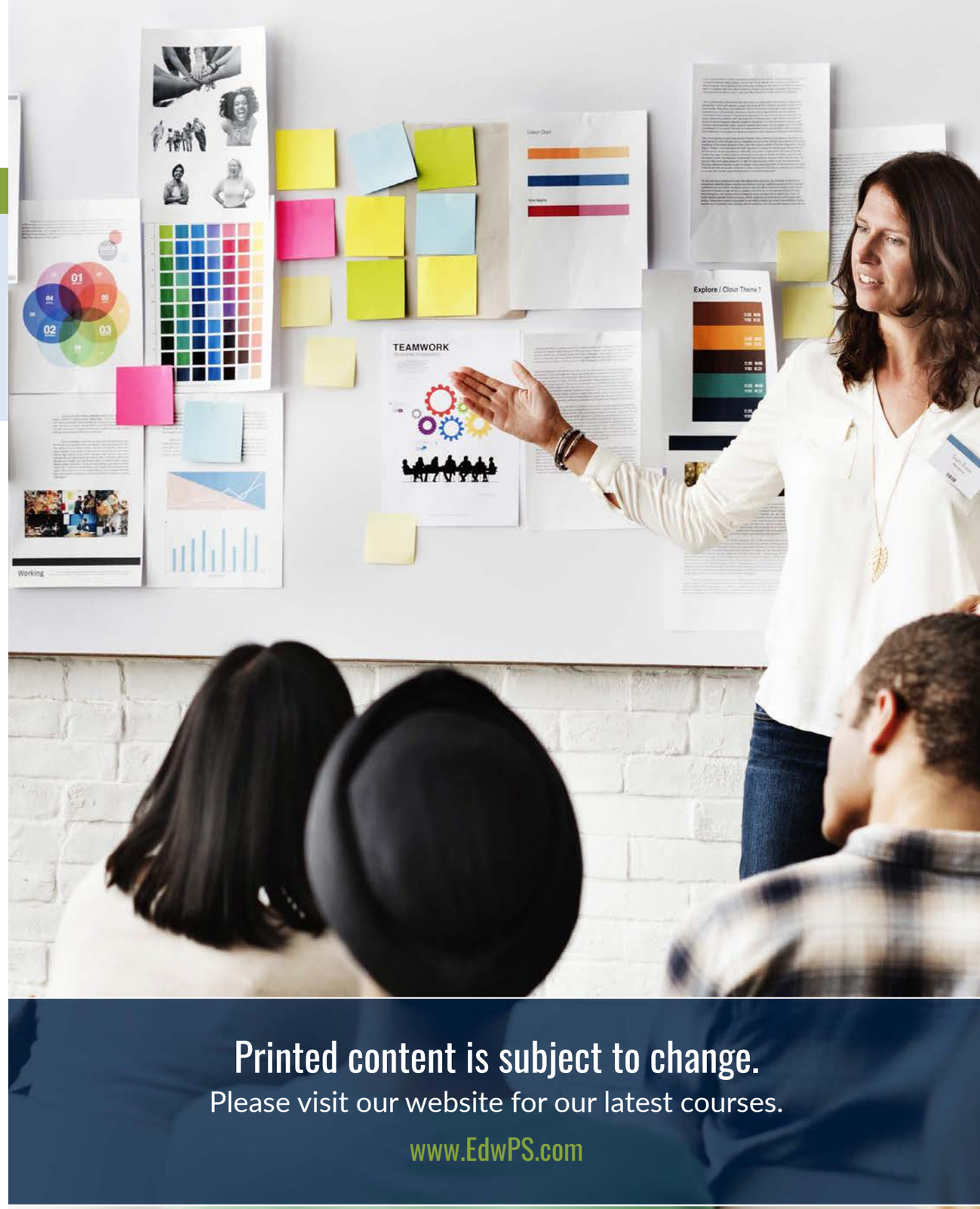
DESCRIPTION

Help your organization create a strategy to update and improve its cybersecurity program. Develop a cybersecurity plan of action, incorporating NIST Cybersecurity Framework elements and NIST standards into your existing infrastructure.

LENGTH 2 Day

OBJECTIVES

- Utilize the NIST Cybersecurity Framework to support organizational cybersecurity needs
- Determine organizational cybersecurity plan of action



Printed content is subject to change.

Please visit our website for our latest courses.

www.EdwPS.com

Lets Talk.

Learn More

www.edwps.com/what-we-do/learning-development/

Contact Us

Training@EdwPS.com

6085 Marshalee Drive
Suite 140
Elkridge, MD 21075
800.556.2506 | **www.EdwPS.com**