

**General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List**

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA-Advantage!TM, a menu-driven database system. The Internet address for GSA-Advantage!TM is: <http://www.gsaadvantage.gov>

Mission Oriented Business Integrated Services

FSC Group: 874

Contract No.: GS-10F-0422M

For more information on ordering from Federal Supply Schedules, click on the FSS Schedules button at: <http://www.fss.gsa.gov>

Contract Period: 8/26/2002 - 8/25/2012



EDWARDS INDUSTRIES, LLC

PROJECT MANAGEMENT AND ENGINEERING SOLUTIONS

(800) 556-2506

www.edwards-ind.com

**Edwards Industries, LLC
7250 Parkway Drive, Suite 200
Hanover, MD 21076
Telephone: (443) 561-0180
Fax: (443) 561-0199
<http://www.edwards-ind.com>**

Business Size/Status: Small

Prices shown herein are NET (discount deducted).

Pricelist current through modification #FX51 dated December 18, 2007

**DISAST
RECOV**



Contract Holder

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GENERAL CONTRACT INFORMATION

1a. Table of Awarded Special Item Numbers (SINs):
(Please refer to page #4 for a more detailed description)

- SIN 874-1/874-1RC Consulting Services
- SIN 874-4/874-4RC Training Services
- SIN 874-7/874-7RC Program Integration & Project Management Services

1b. Lowest Priced Model Number and Lowest Price: Please refer to our rates on page #12

1c. Labor Category Descriptions: Please refer to page #8

2. Maximum Order: \$1,000,000 for Awarded SINs

3. Minimum Order: \$300

4. Geographic Coverage: Domestic Only

5. Point (s) of Production: Not Applicable

6. Discount from List Price: All Prices Herein are Net

7. Quantity Discounts: Not Applicable

8. Prompt Payment Terms: Net 30 days

9a. Government Purchase Card *is* accepted at or below the micro – purchase threshold.

9b. Government Purchase Card *is* accepted above the micro – purchase threshold.

10. Foreign Items: None

11a. Time of Delivery: To Be Negotiated with Ordering Agency

11b. Expedited Delivery: To Be Negotiated with Ordering Agency

11c. Overnight and 2-Day Delivery: To Be Negotiated with Ordering Agency

11d. Urgent Requirement: To Be Negotiated with Ordering Agency

12. F.O.B. Point(s): Destination

13a. Ordering Address:
Edwards Industries, LLC
Attn: Steve Edwards
7250 Parkway Drive, Suite 200
Hanover, MD 21076

13b. For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), are found in Federal Acquisition Regulation (FAR) 8.405-3.

14. Payment Address:
Edwards Industries, LLC
Attn: Steven Edwards
7250 Parkway Drive, Suite 200
Hanover, MD 21076

15. Warranty Provision:	Not Applicable
16. Export Packing Charges:	Not Applicable
17. Terms & Conditions of Government Purchase Card Acceptance:	None
18. Terms and conditions of rental, maintenance, and repair:	Not Applicable
19. Terms and conditions of installation (if applicable):	Not Applicable
20. Terms and conditions of repair parts indicating date of parts, price lists and any discounts from list prices:	Not Applicable
20a. Terms and conditions for any other services (if applicable):	Not Applicable
21. List of service and distribution points (if applicable):	Not Applicable
22. List of participating dealers (if applicable):	Not Applicable
23. Preventative maintenance (if applicable)	Not Applicable
24a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants.):	Not Applicable
24b. Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at: www.Section508.gov/	Contact Contract Administrator for more information.
25. Data Universal Number System (DUNS) Number:	018095799
26. Edwards Industries, LLC <i>is</i> registered in the Central Contractor Registration (CCR) database.	
27. Uncompensated Overtime:	Edwards Industries, LLC practices uncompensated overtime

CONTRACT OVERVIEW

GSA awarded Edwards Industries, LLC a GSA Federal Supply Schedule contract for Mission Oriented Business Integrated Services (MOBIS), Contract No. GS-10F-0422M. The current contract period is 8/26/2002 - 8/25/2012. GSA may exercise a total of up to two additional 5 year option periods. The contract allows for the placement of Firm Fixed Price or Time and Materials task orders using the labor categories and ceiling rates defined in the contract.

CONTRACT ADMINISTRATOR

Steve Edwards
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7250 Parkway Drive, Suite 200
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Telephone: (443) 561-0180
Fax Number: (443) 561-01999
Email: [Contact Us](#)

MARKETING AND TECHNICAL POINT OF CONTACT

Steve Edwards
Edwards Industries, LLC
7250 Parkway Drive, Suite 200
Hanover, MD 21076
Telephone: (443) 561-0180
Fax Number: (443) 9
Email: [Contact us](#)

CONTRACT USE

This contract is available for use by all federal government agencies, as a source for Mission Oriented Business Integrated Services, for worldwide use. Executive agencies, other Federal agencies, mixed –ownership Government corporations, and the District of Columbia; government contractors authorized in writing by a Federal agency pursuant to 48 CFR 51.1; and other activities and organizations authorized by statute or regulation to use GSA as a source of supply may use this contract. Additionally, contractors are encouraged to accept orders received from activities within the Executive Branch of the Federal Government.

CONTRACT SCOPE

Services specified in a task order may be performed at the contractor's facilities or the ordering agencies' facilities. The government will determine the contractor's compensation by any of several different methods (to be specified at the task order level) e.g., a firm-fixed price for services with or without incentives, labor hours or time-and-material.

The Special Item Numbers (SINs) available under this contract provide services across the full life cycle of a project. When task orders are placed, they must identify the SIN or SINs under which the task is being executed. Edwards Industries, LLC has been awarded a contract by GSA to provide services under the following SINs:

SIN 874-1/874-1RC Consulting Services
SIN 874-4/874-4RC Training Services
SIN 874-7/874-7RC Program Integration & Project Management Services

A full description of each SIN definition and examples of the types of work covered by the SIN are provided below.

SPECIAL ITEM NUMBER (SIN) DESCRIPTIONS

SIN 874-1/874-1RC: CONSULTING SERVICES

Contractor shall provide expert advice, assistance, guidance or counseling in support of agencies' mission oriented business functions. This may include studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts. Examples of consultation include but are not limited to: strategic, business and action planning; high performance work; process and productivity improvement; systems alignment; leadership systems; organizational assessments; cycle time; performance measures and indicators; program audits, evaluations, and customized training.

SIN 874-4/874-4RC: TRAINING SERVICES

Contractors shall provide off-the-shelf, or customized off-the-shelf training packages under this SIN to meet specific agency needs related to business services, such as, but not limited to: customer service, team building, ISO 9000, process improvement, performance measurement; statistical process control; performance problem-solving; business process reengineering; quality management; change management; strategic planning; and benchmarking.

Offerors shall provide a schedule of available training courses offered. Offerors shall indicate the minimum number of participants per course. Courses shall include all costs for the minimum number of participants. Rates MUST include all materials (i.e. notebooks, training manuals, index tabs, etc.). Include the course description. Wherever the offeror knows of Other Direct Costs that will regularly be incurred, they should offer them under SIN 874-5, Support Products and Services.

SIN 874-7/874-7RC: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

Contractors shall provide management or integration of programs and projects to include, but not limited to: program management, program oversight, project management and program integration of a limited duration. A variety of functions may be utilized to support program integration or project management tasks.

INSTRUCTIONS FOR PLACING ORDERS FOR SERVICES BASED ON GSA SCHEDULE HOURLY RATES

GSA provides a streamlined, efficient process for ordering the services you need. GSA has already determined that Edwards Industries, LLC meets the technical requirements and that our prices offered are fair and reasonable. Agencies may use written orders; facsimile orders, credit card orders, blanket purchase agreement orders or individual purchase orders under this contract.

If it is determined that your agency needs an outside source to provide MOBIS services, follow these simple steps:

Step 1. Develop a Statement of Work (SOW)

In the SOW, include the following information:

- Work to be performed,
- Location of work,
- Period of performance;
- Deliverable schedule, and
- Special standards and any special requirements, where applicable.

Step 2. Select Contractor and Place Order

- If the order is at or below the micro-purchase threshold, select the contractor best suited for your needs and place the order.
- If the order is exceeding but less than the maximum order threshold (MOT), prepare an RFQ;
- If the order is in excess of the MOT, prepare an RFQ. Consider expansion of competition and seek price reductions.

Step 3. Prepare a Request for Quote (RFQ)

- Include the SOW and evaluation criteria;
- Request fixed price, ceiling price, or, if not possible, labor hour or time and materials order;
- If preferred, request a performance plan from contractors and information on past experience; and include information on the basis for selection.
- May be posted on GSA's electronic RFQ system, e-Buy

Step 4. Provide RFQ to at least Three Firms

Step 5. Evaluate Offers, Select Best Value Firm, and Place Order

REQUIREMENTS EXCEEDING THE MAXIMUM ORDER

In accordance with FAR 8.404, before placing an order that exceeds the maximum order threshold, ordering offices shall:

- Review additional schedule contractors' catalogs/price lists or use the "GSA Advantage!" on-line shopping service;
- Based upon the initial evaluation, generally seek price reductions from the schedule contractor(s) appearing to provide the best value (considering price and other factors); and
- After price reductions have been sought, place the order with the schedule contractor that provides the best value and results in the lowest overall cost alternative (see FAR 8.404(a)). If further price reductions are not offered, an order may still be placed, if the ordering office determines that it is appropriate.

Vendors may:

Offer a new lower price for this requirement (the Price Reduction clause is not applicable to orders placed over the maximum order in FAR 52.216-19 Order Limitations.)

- Offer the lowest price available under the contract; or
- Decline the order (orders must be returned in accordance with FAR 52.216-19).

A task order that exceeds the maximum order may be placed with the Contractor selected in accordance with FAR 8.404. The order will be placed under the contract.

Sales for orders that exceed the Maximum Order shall be reported in accordance with GSAR 552.238-74.

BLANKET PURCHASE AGREEMENT

Ordering activities may establish BPAs under any schedule contract to fill repetitive needs for supplies or services. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPAs and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). In determining how many BPAs to establish, consider:

- The scope and complexity of the requirement(s);
- The need to periodically compare multiple technical approaches or prices;
- The administrative costs of BPAs; and
- The technical qualifications of the schedule contractor(s).

Establishment of a single BPA, or multiple BPAs, shall be made using the same procedures outlined in 8.405-1 or 8.405-2. BPAs shall address the frequency of ordering, invoicing, discounts, requirements (*e.g.* estimated quantities, work to be performed), delivery locations, and time.

When establishing multiple BPAs, the ordering activity shall specify the procedures for placing orders under the BPAs.

Establishment of a multi-agency BPA against a Federal Supply Schedule contract is permitted if the multi-agency BPA identifies the participating agencies and their estimated requirements at the time the BPA is established.

Ordering from BPAs:

Single BPA. If the ordering activity establishes one BPA, authorized users may place the order directly under the established BPA when the need for the supply or service arises.

Multiple BPAs. If the ordering activity establishes multiple BPAs, before placing an order exceeding the micro-purchase threshold, the ordering activity shall:

- Forward the requirement, or statement of work and the evaluation criteria, to an appropriate number of BPA holders, as established in the BPA ordering procedures; and
- Evaluate the responses received, make a best value determination (see 8.404(d)), and place the order with the BPA holder that represents the best value.

BPAs for hourly rate services. If the BPA is for hourly rate services, the ordering activity shall develop a statement of work for requirements covered by the BPA. All orders under the BPA shall specify a price for the performance of the tasks identified in the statement of work.

Duration of BPAs. BPAs generally should not exceed five years in length, but may do so to meet program requirements. Contractors may be awarded BPAs that extend beyond the current term of their GSA Schedule contract, so long as there are option periods in their GSA Schedule contract that, if exercised, will cover the BPA's period of performance.

Review of BPAs:

The ordering activity that established the BPA shall review it at least once a year to determine whether:

- The schedule contract, upon which the BPA was established, is still in effect;
- The BPA still represents the best value (see 8.404(d)); and
- Estimated quantities/amounts have been exceeded and additional price reductions can be obtained.

The ordering activity shall document the results of its review.

LABOR CATEGORY DESCRIPTIONS

Global Education/Experience Substitutions:

Education can be substituted with experience at 2-years of additional Program Management experience for 1-year of education.

Experience can be substituted with education at 1-year of advanced education for 1-year of experience.

Project Management Institute (PMI) certification as a Project Management Professional (PMP) can be substituted for the Bachelors Degree or 2-years of additional experience.

Labor Category	Senior Program Manager
Minimum General Experience	20 years experience with 15 of those years being direct Program Management experience.
Minimum Education	Bachelors Degree from an accredited University.
Functional Responsibility	Experienced in planning, evaluating, directing, tracking, analyzing and coordinating complex projects. Experienced as a program manager of cross-organizational program(s) that have exceeded \$20 million in life-cycle costs. Ability to develop and execute complex technical tasks, apply analytical problem solving methodologies, provide technical direction to support staff, interface with Government and prime contractor personnel, and effectively allocate resources.

Labor Category	Program Manager
Minimum General Experience	15 years experience with 10 of those years being direct Program Management experience.
Minimum Education	Bachelors Degree from an accredited University.
Functional Responsibility	Experienced in planning, evaluating, directing, tracking, analyzing and coordinating complex projects. Experienced as a program manager of cross-organizational program(s) that have exceeded \$10 million in life-cycle costs. Experienced with managing other project managers and general managers. Ability to develop and execute complex technical tasks, apply analytical problem solving methodologies, provide technical direction to support staff, interface with Government and prime contractor personnel, and effectively allocate resources.

Labor Category	Senior Project Manager
Minimum General Experience	12 years experience with 8 of those years being direct Project Management experience.
Minimum Education	Bachelors Degree from an accredited University.
Functional Responsibility	Experienced in planning, evaluating, directing, tracking, analyzing and coordinating projects. Experienced as a project manager of cross-organizational project(s) that have exceeded \$5 million in life-cycle costs. Ability to develop and execute complex technical tasks, apply analytical problem solving methodologies, provide technical direction to support staff, interface with Government and prime contractor personnel, and effectively allocate resources.

Labor Category	Project Manager
Minimum General Experience	10 years experience with 5 of those years being direct Project Management experience.
Minimum Education	A Bachelors Degree from an accredited University.
Functional Responsibility	Experienced in planning, evaluating, directing, tracking, analyzing and coordinating complex projects. Experienced as a project manager of cross-organizational project(s) that have exceeded \$2 million in life-cycle costs. Ability to develop and execute complex technical tasks, apply analytical problem solving methodologies, provide technical direction to support staff, interface with Government and prime contractor personnel, and effectively allocate resources.

Labor Category	Associate Project Manager
Minimum General Experience	6 years experience with 3 of those years being direct Project Management experience.
Minimum Education	A Bachelors Degree from an accredited University.
Functional Responsibility	Experienced in planning, evaluating, directing, tracking, analyzing and coordinating projects. Experienced as a project manager of cross-organizational project(s) that have exceeded \$0.50 million in life-cycle costs. Ability to develop and execute complex technical tasks, apply analytical problem solving methodologies, provide technical direction to support staff, interface with Government and prime contractor personnel, and effectively allocate resources. Experience in planning, evaluating, directing, tracking, analyzing and coordinating projects.

Labor Category	Senior Project Controller
Minimum General Experience	6 years experience with 4 of those years being direct Project Management Analyst experience.
Minimum Education	An Associates Degree
Functional Responsibility	Create and manage project information relating to contractual requirements and cost (profit and loss reporting) for submittal to the program manager for review and approval. Has a rudimentary understanding of accounting, management, and contract principles. Able to use computer aids such as spreadsheets, automated accounting systems, word processors, graphics systems and automated project management tools.

Labor Category	Project Controller
Minimum General Experience	4 years experience with 2 of those years being direct Project Controller.
Minimum Education	An Associates Degree
Functional Responsibility	Create and manage project information relating to contractual requirements and cost (profit and loss reporting) for submittal to the program manager for review and approval. Has a rudimentary understanding of accounting, management, and contract principles. Able to use computer aids such as spreadsheets, automated accounting systems, word processors, graphics systems and automated project management tools.

Labor Category	Senior Systems Engineer
Minimum General Experience	12 years experience with 8 years of progressive experience in hardware/software integration.
Minimum Education	A Bachelors Degree from an accredited University.
Functional Responsibility	Designs, develops, modifies, implements and maintains project management related hardware and software systems. Senior Systems Engineer will assist Government Agencies in determining the best Project Management Tools available for their platform and assist in the implementation process.

Labor Category	Senior Earned Value Management Specialist
Minimum General Experience	12 years experience with 8 years of experience in defining, implementing, analyzing, evaluating and using earned value metrics to track and manage projects.
Minimum Education	A Bachelors Degree from an accredited University.
Functional Responsibility	Assists Government Agencies to better manage their projects by using earned value metrics concepts. Trains and assists Government workers in the use of earned value metrics so that they become better project managers.

Labor Category	Principal Program Manager
Minimum General Experience	20 years experience with 15 of those years being direct Program Management experience.
Minimum Education	A Bachelors Degree from an accredited University.
Functional Responsibility	Responsible for overall management of large or extremely complex programs or research efforts. This individual represents senior level management whose competency concerning effectiveness and efficiency in managing dedicated overall program activity is paramount to contract success. Organizes, directs and coordinates planning and production of all program/effort activities. Must possess excellent oral and written communication skills, with demonstrated capability of dealing with all levels of management personnel, task/project managers and client representatives. Responsible for the performance of all program/effort requirements. Meets with appropriate client management personnel, other program managers and client agency representatives. Formulates and reviews strategic plans, subcontracting, and deliverable items. Responsible for the coordination of all functions of program/effort staff. Actively applies quality assurance measures to the management and performance of the program/effort.

Labor Category	Business Analyst
Minimum General Experience	9 years general business work experience
Minimum Education	A Bachelors Degree from an accredited University
Functional Responsibility	Works with management to analyze, specify and design business processes. Conducts project requirements interviews. Must have the ability to develop and execute complex project tasks, to apply analytical problem solving methodologies and to provide direction to support staff.

HOURLY RATES FOR SERVICES SINS 874-1/874-1RC & 874-7/874-7RC

Edwards Industries Labor Category	Hourly Rate inclusive of 3/4% IFF 8/26/07-8/25/08	Hourly Rate inclusive of 3/4% IFF 8/26/08-8/25/09	Hourly Rate inclusive of 3/4% IFF 8/26/09-8/25/10	Hourly Rate inclusive of 3/4% IFF 8/26/10-8/25/11	Hourly Rate inclusive of 3/4% IFF 8/26/11-8/25/12
Senior Program Manager	\$163.48	\$170.02	\$176.82	\$183.89	\$191.25
Program Manager	\$141.67	\$147.34	\$153.23	\$159.36	\$165.73
Senior Project Manager	\$115.26	\$119.87	\$124.67	\$129.66	\$134.84
Project Manager	\$104.79	\$108.98	\$113.34	\$117.87	\$122.59
Associate Project Manager	\$103.53	\$107.67	\$111.98	\$116.46	\$121.12
Senior Project Controller	\$78.59	\$81.74	\$85.01	\$88.41	\$91.94
Project Controller	\$62.88	\$65.39	\$68.01	\$70.73	\$73.56
Senior Systems Engineer	\$157.19	\$163.47	\$170.01	\$176.81	\$183.88
Senior Earned Value Management Specialist	\$140.05	\$145.65	\$151.47	\$157.53	\$163.83
Principal Program Manager	\$189.28	\$196.85	\$204.73	\$212.91	\$221.43
Business Analyst	\$141.47	\$147.13	\$153.02	\$159.14	\$165.50

Option Period 2

Edwards Industries Labor Category	Hourly Rate inclusive of 3/4% IFF 8/26/12-8/25/13	Hourly Rate inclusive of 3/4% IFF 8/26/13-8/25/14	Hourly Rate inclusive of 3/4% IFF 8/26/14-8/25/15	Hourly Rate inclusive of 3/4% IFF 8/26/15-8/25/16	Hourly Rate inclusive of 3/4% IFF 8/26/16-8/25/17
Senior Program Manager	\$198.90	\$206.85	\$215.13	\$223.73	\$232.68
Program Manager	\$172.36	\$179.26	\$186.43	\$193.88	\$201.64
Senior Project Manager	\$140.24	\$145.84	\$151.68	\$157.75	\$164.06
Project Manager	\$127.49	\$132.59	\$137.90	\$143.41	\$149.15
Associate Project Manager	\$125.96	\$131.00	\$136.24	\$141.69	\$147.36
Senior Project Controller	\$95.62	\$99.44	\$103.42	\$107.56	\$111.86
Project Controller	\$76.50	\$79.56	\$82.74	\$86.05	\$89.50
Senior Systems Engineer	\$191.24	\$198.89	\$206.85	\$215.12	\$223.72
Senior Earned Value Management Specialist	\$170.39	\$177.20	\$184.29	\$191.66	\$199.33
Principal Program Manager	\$230.29	\$239.50	\$249.08	\$259.04	\$269.40
Business Analyst	\$172.12	\$179.01	\$186.17	\$193.61	\$201.36

Option Period 3

Edwards Industries Labor Category	Hourly Rate inclusive of 3/4% IFF 8/26/17- 8/25/18	Hourly Rate inclusive of 3/4% IFF 8/26/18- 8/25/19	Hourly Rate inclusive of 3/4% IFF 8/26/19- 8/25/20	Hourly Rate inclusive of 3/4% IFF 8/26/20- 8/25/21	Hourly Rate inclusive of 3/4% IFF 8/26/21- 8/25/22
Senior Program Manager	\$241.99	\$251.67	\$261.73	\$272.20	\$283.09
Program Manager	\$209.70	\$218.09	\$226.82	\$235.89	\$245.32
Senior Project Manager	\$170.62	\$177.44	\$184.54	\$191.92	\$199.60
Project Manager	\$155.12	\$161.32	\$167.77	\$174.48	\$181.46
Associate Project Manager	\$153.25	\$159.38	\$165.76	\$172.39	\$179.28
Senior Project Controller	\$116.34	\$120.99	\$125.83	\$130.86	\$136.10
Project Controller	\$93.08	\$96.80	\$100.67	\$104.70	\$108.89
Senior Systems Engineer	\$232.67	\$241.98	\$251.66	\$261.73	\$272.19
Senior Earned Value Management Specialist	\$207.30	\$215.59	\$224.22	\$233.19	\$242.52
Principal Program Manager	\$280.18	\$291.39	\$303.04	\$315.17	\$327.77
Business Analyst	\$209.41	\$217.79	\$226.50	\$235.56	\$244.98

SIN 874-4/874-4RC TRAINING COURSES DESCRIPTION & RATES

Training Courses: Edwards Industries offers training services to help our clients ensure that they get the most out of the Project Management resources available to them. The Training courses currently offered by Edwards Industries through this GSA MOBIS schedule include the following.

Edwards Industries Training Course	Per Student Cost
Microsoft Project: Executive Manager Training	See Course Detail Below
Microsoft Project – Advanced Topics 1	See Course Detail Below
Microsoft Project – Advanced Topics 2	See Course Detail Below
Microsoft Project – Advanced Topics 3	See Course Detail Below
Project Performance Measurement – Project Metrics and Earned Value Management Systems	See Course Detail Below
PMP Test Preparation	See Course Detail Below
Project Planning and Scheduling	See Course Detail Below
Project Requirements Writing	See Course Detail Below
Project Risk Management	See Course Detail Below
Project Management Overview	See Course Detail Below

Microsoft Project: Executive Manager Training

Title of Course:	Microsoft Project Executive Manager Training		Length of Course (# of hrs/Days):	1-Days (7 hrs)
Total Price of Course: (Includes 3/4% IFF)	Priced on per student basis (See below)	Minimum Number of Participants:	7 - students minimum for dedicated classes.	
Price Per Participant:	<p>\$448.88 each for 7-12 students (held in Edwards Industries’ training center) \$423.94 each for 7-15 students (held at client furnished training center) \$399.00 each for 16 or more students (held at client furnished training center) Notes: (1) Edwards Industries training center is fully equipped with computer workstations for each student and projection equipment for instruction. (2) Price does not include travel costs. If applicable, travel expenses extra when training held at client furnished training center. (3) Pricing assumes client furnished training center will be fully equipped to include computer workstations for each student and projection equipment for instruction. Instructor will furnish laptop computer to connect into projection system.</p>			
<p>Description of Class This custom-created Microsoft® Project Training for the Executive Manager course is a one-day training class in management principles using the popular project management tool. It will provide the student with the basic knowledge required to review schedules using Microsoft Project, assess the project schedule baseline and track the project schedule elements with status information as well as actual work and costs to manage and report project progress. The course agenda is as follows: Course Agenda Section 1: Introduction and Overview Section 5: Project Reports Section 2: Properties and Options Section 6: Discussion Section 3: Templates and Calendars Section 7: Supplemental Information Section 4: Analyzing Project Progress</p> <p>Section 1: Introduction and Overview. This section, based on PMI® principles and doctrine, provides an introduction to the scheduling and the techniques required to create a comprehensive and manageable schedule plan for your projects. The history and types of schedules (Gantt, Network, etc.) used in industry will be discuss, along with the typical applications and the positive and negative aspects in using each type of schedule. This section will also provide an introduction and overview to the Edwards Industries BMPP method for developing comprehensive work breakdown structures and schedules, determining task and milestone interdependencies, and outlining internal and external project constraints.</p> <p>Section 2: Properties and Options. This section begins the use of Microsoft® Project. Here we discuss the property and option settings in MS Project. We will define each property and option, explain how data is evaluated based on the setting of the property or option and provide recommendations for the setting of each.</p> <p>Section 3: Templates and Calendars. This section covers the templates and calendars available in Project as well as how and when to use them. The uses of global and local templates are reviewed with discussions on setting up, using and modifying them. Custom scheduling templates, developed by Edwards Industries to support our PMI-based methodology are presented and discussed. These templates, which are provided on media (floppy or CD) to each student taking the course, have been developed by Edwards Industries over many years of managing projects using MS Project to present schedule and status data to customers and senior management. Calendars are also discussed in the section of the course. We will cover setting up, using and modifying project "master" calendars, resource calendars, task calendars and special purpose calendars. A complete explanation of each type of calendar along with recommendations on which types to use under different scheduling scenarios will also be covered.</p> <p>Section 4: Analyzing Project Progress. Now that the schedule status is entered, we can analyze the current status of our project based upon the data entered and the baseline schedule established in section 5. This analysis will be performed using (a) standard and custom views such as the various “Usage” views and the Project Statistics screen; (b) Macros and procedures to extract static and time-phased data from MS Project for viewing, using or manipulating in MS Excel. Several examples and reports will be generated for the project schedule developed in sections 4, 5 and 6.</p> <p>Section 5: Project Reports. An overview of the various “canned” reports available in MS Project will be</p>				

Title of Course:	Microsoft Project Executive Manager Training	Length of Course (# of hrs/Days):	1-Days (7 hrs)
<p>discussed and demonstrated in this section. The custom report generator will also be discussed.</p> <p>Section 6: Open Discussion. During this section, an open forum discussion is held to review some of the management as status techniques used by the executive attending the class. Real issues faced by the audience are discussed and common problems are resolved.</p> <p>Section 7: Supplemental Information on Microsoft® Project. In this final section of the course, we will review some of the lessons learned from the 1-day of training. We will also share with the class some of the nuances and anomalies in MS Project 98 and how to avoid or work around them. Finally we will discuss some of the additional benefits and features available in future releases of Microsoft® Project.</p>			
<p>Quantity or Other Applicable Discounts See the price per participant schedule listed above for applicable discounts.</p>			

Microsoft Project: Advanced Topics 1

Title of Course:	Microsoft® Project – Advanced Topics 1		Length of Course (# of hrs/Days):	1-Days (7 hrs)
Total Price of Course: (Includes ¾% IFF)	Priced on per student basis (See below)	Minimum Number of Participants:	7 - students minimum for dedicated classes.	
Price Per Participant:	<p>\$423.94 each for 7-12 students (held in Edwards Industries’ training center) \$349.13 each for 7-10 students (held at a client furnished training center) \$324.19 each for 11-15 students (held at client furnished training center) \$299.25 each for 16 or more students (held at client furnished training center)</p> <p>Notes: (1) Edwards Industries training center is fully equipped with computer workstations for each student and projection equipment for instruction. (2) Price does not include travel costs. If applicable, travel expenses extra when training held at client furnished training center. (3) Pricing assumes client furnished training center will be fully equipped to include computer workstations for each student and projection equipment for instruction. Instructor will furnish laptop computer to connect into projection system.</p>			
<p>Description of Class In this training course, advanced topics and specific areas of Microsoft® Project are addressed. In this 1-day training program, 2-advanced modules are covered. The Edwards Industries Core class in Microsoft® Project, which teaches the scheduling methodology, is strongly recommended before taking this course. Creating Custom Fields and Stop Light Charts Custom fields allow you to create, modify and calculate custom data based upon the extensive MS Project database. They also allow you use your project file as the central repository for your plan. Graphical indicators paired with custom fields are used to create Stoplight charts, which can help readily identify potential problems in your project schedule. We guide you through the setup criteria and the use of graphic indicators to analyze your project data in your custom fields. Importing and Exporting Project Schedules and Data Having the ability to exchange Project data with other applications adds an additional level of flexibility and reporting power to your project management activities. Learn how to share your project management data with other applications and users. Import data into Microsoft® Project. Task and resource lists from Excel or Word Project data files from other project management tools Data from older versions of Microsoft® Project Export data from Microsoft® Project Import into other applications like Word or Excel to enhance project reporting Import time-phased cost data into spread sheets (Excel) to generate graphs for enhance project data analysis Use in other database management applications like MS Access and MS SQL Share information with other project management tools or those with older MS Project versions Archive Project data Publish Microsoft® Project information on a corporate intranet</p>				
<p>Quantity or Other Applicable Discounts See the price per participant schedule listed above for applicable discounts.</p>				

Microsoft Project: Advanced Topics 2

Title of Course:	Microsoft® Project – Advanced Topics 2		Length of Course (# of hrs/Days):	1-Days (7hrs)
Total Price of Course: (Includes ¾% IFF)	Priced on per student basis (See below)	Minimum Number of Participants:	7 - students minimum for dedicated classes.	
Price Per Participant:	<p>\$423.94 each for 7-12 students (held in Edwards Industries’ training center) \$349.13 each for 7-10 students (held at a client furnished training center) \$324.18 each for 11-15 students (held at client furnished training center) \$299.25 each for 16 or more students (held at client furnished training center)</p> <p>Notes: (1) Edwards Industries training center is fully equipped with computer workstations for each student and projection equipment for instruction. (2) Price does not include travel costs. If applicable, travel expenses extra when training held at client furnished training center. (3) Pricing assumes client furnished training center will be fully equipped to include computer workstations for each student and projection equipment for instruction. Instructor will furnish laptop computer to connect into projection system.</p>			
<p>Description of Class In this training course, advanced topics and specific areas of Microsoft® Project are addressed. In this 1-day training program, 2-advanced modules are covered. The Edwards Industries Core class in Microsoft® Project, which teaches the scheduling methodology, is strongly recommended before taking this course.</p> <p>Managing Multiple Projects Project Managers often have multiple or extremely complex projects in progress at the same time. Managing multiple concurrent projects requires many special considerations. In this module, learn the skills needed to: Develop and manage master projects composed of multiple subprojects. Establish links between projects so that a task in one project can be a predecessor or successor to a task in another project. Share resources among projects by managing a shared “master” resource pool. Level the shared resources across all projects to properly allocate the staff in the organization. Save multiple files in a workspace so that all projects and resource sharing files can be opened simultaneously</p> <p>Creating Views and Filters One of the strengths of Microsoft® Project is the flexibility to filter the project data and view the information in a variety of layouts enabling specialized analysis of the schedule. In this module you will learn to define tables, views and filters in Microsoft® Project. This module will also provide examples of views and filters that will assist in tracking and analyzing a project schedule.</p>				
<p>Quantity or Other Applicable Discounts See the price per participant schedule listed above for applicable discounts.</p>				

Microsoft Project: Advanced Topics 3

Title of Course:	Microsoft® Project – Advanced Topics 3		Length of Course (# of hrs/Days):	1-Days (7 hrs)
Total Price of Course: (Includes ¾% IFF)	Priced on per student basis (See below)	Minimum Number of Participants:	7 - students minimum for dedicated classes.	
Price Per Participant:	<p>\$423.94 each for 7-12 students (held in Edwards Industries' training center) \$349.13 each for 7-10 students (held at a client furnished training center) \$324.19 each for 11-15 students (held at client furnished training center) \$299.25 each for 16 or more students (held at client furnished training center)</p> <p>Notes: (1) Edwards Industries training center is fully equipped with computer workstations for each student and projection equipment for instruction. (2) Price does not include travel costs. If applicable, travel expenses extra when training held at client furnished training center. (3) Pricing assumes client furnished training center will be fully equipped to include computer workstations for each student and projection equipment for instruction. Instructor will furnish laptop computer to connect into projection system.</p>			
Description of Class				
<p>In this training course, advanced topics and specific areas of Microsoft® Project are addressed. In this 1-day training program, 1-advanced modules are covered. The Edwards Industries Core class in Microsoft® Project, which teaches the scheduling methodology, is strongly recommended before taking this course.</p> <p>Advanced Progress Tracking</p> <p>When executing projects, there can be (and typically are) many changes and corrections to the original work plan and master schedule after the baseline is established. There can also be errors made in recording progress of the project that need to be modified or "backed out". These errors and changes can include time for a resource posted against the wrong task, resource substitutions, too much (or too little) status recorded against a task, as well as a multitude of others. These changes and error corrections need to be made to the schedule file while maintaining the accuracy and integrity of all other areas in the project file. MS Project can be very "unforgiving" if the changes are not made correctly. With the correct procedure, however, these changes and corrections can be made to the base lined schedule while maintaining the ability to track and analyze the progress of the project from reporting period to reporting period.</p> <p>This module will teach you some of the techniques for processing these changes and corrections in Project based on Edwards Industries experience with managing medium and large-scale projects using Microsoft® Project. These procedures and techniques are based on our "real world" experiences and not just textbook examples.</p> <p>Learn techniques to:</p> <ul style="list-style-type: none"> Apply changes to tasks after the baseline is established (i.e. new tasks, modified estimates) Apply changes to resource assignments after the baseline is established (i.e. additions, substitutions) Make adjustments to the status of tasks reported in prior reporting periods Make adjustments to the hours reported in prior reporting periods <p>We also encourage you to bring examples of your projects and problems you have encountered while using Microsoft Project and at the end of this class (time permitting), our experienced instructors will review these and provide suggestions to improve or correct the problems you are seeing.</p>				
Quantity or Other Applicable Discounts				
See the price per participant schedule listed above for applicable discounts.				

Project Performance Measurement – Project Metrics and Earned Value Management Systems

Title of Course:	Project Performance Measurement – Project Metrics and Earned Value Management Systems	Length of Course (# of hrs/Days):	1-Days (7½ hrs)
Total Price of Course: (Includes ¾% IFF)	Priced on per student basis (See below)	Minimum Number of Participants:	1 - student minimum for scheduled open enrollment sessions. 7 - students minimum for dedicated classes.
Price Per Participant:	\$393.98 each for 1-3 students (held in Edwards Industries/Client Furnished training center) \$354.58 each for 3-6 students (held in Edwards Industries/Client Furnished training center) \$334.89 each for 7+ students (held in Edwards Industries/Client Furnished training center) Call our offices for pricing for 16 or more students Notes: (1) Edwards Industries training center is fully equipped with training stations and materials for each student and projection equipment for the course instruction. (2) Price does not include travel costs. If applicable, travel expenses will be extra when training is held at client furnished training center. (3) Pricing at client furnished training center assumes center will be fully equipped to include training stations for each student. The instructor will furnish a laptop computer to connect into client’s projection system for course instruction, or if needed, Edwards Industries can provide the projection equipment.		
Description of Class			
<p>Would you run a race and not keep time? Would you be comfortable with a hospital that didn’t periodically check their patient’s vital signs? So why would you set up or run a project without an objective method for gauging progress? Measuring progress in any form is important. It gives satisfaction and encouragement to see measurable progress being made and provides motivation to excel when we perceive we are falling behind. While a stopwatch, thermometer, and blood pressure cuff may be of little value to a project manager trying to keep a handle on their project; a work breakdown structure (WBS), staffing plan, schedule, budget plan, tracking plan and project metrics are the tools of choice for experienced project managers.</p> <p>An earned value management system (EVMS) integrates the work scope of a project with the schedule and cost elements of the project to optimize control of the planned work. It is used as a project management early warning system, enabling managers to identify problems in their infancy when management redirection has it’s greatest potential to prevent cost overruns or schedule delays.</p> <p>The information you will learn to collect and examine with this system is valuable to all stakeholders in the project. As a project manager, you will appreciate the insight and control you gain over the project. Sharing this information with the team members will promote teamwork by allowing them to see how their contributions affect the bottom line (i.e., they will see the forest while they are standing in the trees). Senior Management will gain confidence in your reporting since they will receive accurate and objective reports.</p> <p>This training course, developed and produced by Edwards Industries and taught by experienced project managers will present you with a clear, comprehensive, step-by-step methodology for planning out your projects and measuring and reporting performance. This course teaches you to define work and create work breakdown structures (WBS), establish budgets, build detailed schedules using our popular BMPP method, establish a staffing plan and plan baseline, as well as establish and execute a comprehensive tracking and reporting process.</p> <p>Students will learn how to objectively measure accomplished work for comparison to planned work and actual costs. Students will learn how to create performance metrics like cost and schedule performance indices. They will learn several methods for estimating and measuring cost at completion as well as the advantages and disadvantages of each method. They will learn how to report cost and schedule variances.</p>			
Quantity or Other Applicable Discounts			
See the price per participant schedule listed above for applicable discounts.			

PMP (Project Management Professional) Test Preparation

Title of Course:	PMP Test Preparation	Length of Course(# of Hrs/Days):	3 Days (7 ½ hrs per day)
Total Price of Course: (Total price includes the 3/4% IFF)	Priced on per student basis		Minimum Number of Participants: 1 student minimum for scheduled open enrollment session; 7 student minimum for dedicated class
Price Per Participant	\$1,092.29 each for 1-2 students \$ 983.06 each for 3-6 students \$ 928.45 each for 7+ students		
<p>Description of Class: This course is a 3-day review of the principals found in the Project Management Institute (PMI), <i>A Guide to the Project Management Body of Knowledge (PMBOK)</i>, Third Edition, 2005. The course is designed to prepare students to take the Project Management Professional (PMP®) certification test offered by the PMI. The material is covered through a mixture of class lectures, class discussions, and in-class testing. Students prepare for the test through group practice tests. This material is supplemented by third-party test preparation materials, such as computer-assisted test simulation software, a test question book, flash cards, and a desk reference sheet. Upon completion of the course, students should be able to use multiple-choice test taking techniques and their knowledge of project management processes to pass the PMP® certification exam.</p> <p>Students will learn an overview of the nine knowledge areas, basic terms, and structure of the PMBOK. They will also learn PMP test taking techniques and how to work with different multiple choice question styles.</p>			
Quantity or Other Applicable Discounts	See the price per participant schedule listed above for applicable discounts		

Project Planning and Scheduling

Title of Course:	Project Planning and Scheduling	Length of Course(# of Hrs/Days):	1 Day (7 ½ hrs)
Total Price of Course: (Total price includes the 3/4% IFF)		Priced on per student basis	Minimum Number of Participants:
Price Per Participant	\$394.02 each for 1-2 students \$354.62 each for 3-6 students \$334.92 each for 7+ students		1 student minimum for scheduled open enrollment session; 7 student minimum for dedicated class
<p>Description of Class: We will introduce you to project planning and scheduling by discussing our proven techniques used for determining the major tasks and evaluation milestones that are required to develop a comprehensive and manageable schedule plan. This course will also provide an overview of the techniques used for determining and creating interdependencies between tasks, and setting up internal and external project schedule constraints.</p> <p>Section 1: Introduction Students will learn the basic definitions for a project and project management. Course participants will also gain an understanding of the role of the project manager and how the project manager must constantly manage the Triple Constraint (Scope, Time, and Cost). Students will learn how to distinguish a “project” from “program” or other on-going operations.</p> <p>Section 2: Project Management Lifecycle Course participants will gain an appreciation for the various methods of project life-cycle organization and list the benefits and risks of each approach. Students will understand how time effects product development and how the ability to make changes within a project is dependent on what phase and method of project life-cycle organization is used</p> <p>Section 3: Project Planning and the Development of the Project Management Plan Students will become familiar with the PMBOK® Guide approach to project planning and learn the importance of employing a structured project planning methodology. Course participants will understand the role of WBS development in the project planning process.</p> <p>Section 4: Creating a WBS A Work Breakdown Structure (WBS) is a fundamental project management technique for defining and organizing the total scope of a project, using a hierarchical tree structure. Course participants will learn how to write a simple scope statement for a project and understand the principles of creating a WBS. Students will read and understand the structure of a WBS and understand how a WBS supports other elements of project management as well as understand the importance of scope control and scope change documentation.</p> <p>Section 5: Time Management Once the WBS is created and all of the work packages identified, the project tasks need to be scheduled. Students will create a complete and comprehensive project schedule. Students will become familiar with the different processes of project time management and understand the basic application of activity sequencing tools within project management. Course participants will understand the basic application of time estimates and determine the critical path for a project if given a simple project network diagram. In addition to appropriately scheduling project tasks, students will learn the basic concepts of resource leveling.</p>			
Quantity or Other Applicable Discounts		See the price per participant schedule listed above for applicable discounts	

Project Requirements Writing

Title of Course:	Project Requirements Writing	Length of Course(# of Hrs/Days):	1 Day (7 ½ hrs)
Total Price of Course: (Total price includes the 3/4% IFF)		Priced on per student basis	Minimum Number of Participants:
Price Per Participant	\$394.02 each for 1-2 students \$354.62 each for 3-6 students \$334.92 each for 7+ students		1 student minimum for scheduled open enrollment session; 7 student minimum for dedicated class
<p>Description of Class: This course provides a one day overview of gathering, organizing, documenting and writing project requirements. Upon completion of this course, students will have a basic understanding of how requirements are gathered, and written. Lecture and exercises are used during the day to explain the salient aspects of proper requirements writing as recommended in The PMBOK® Guide, the International Council on Systems Engineering (INCOSE) Systems Engineering Handbook and the Institute of electrical and Electronics Engineers (IEEE) Guide for Developing System Requirements Specifications (IEEE 1233).</p> <p>Section 1: Stakeholder Management Within the project management framework, Stakeholders needs and expectations need to be considered and management with the same priority as project deliverables. Project Managers are challenged with balancing the needs of the Triple Constraint (Scope, Time, Cost) with the needs of project stakeholders. This continual balancing act must be done effectively for projects to be successful. Students will learn how to solicit information from stakeholders so they can write complete, understandable, and verifiable requirements.</p> <p>Section 2: Edwards Industries Workshop Methodology Edwards Industries uses a thorough and comprehensive methodology in working with stakeholders and project team members. Based on the IBM Joint Application Design (JAD) Process, students will learn how to implement the EI Project Management Methodology. Our methodology is a structured top-down approach used to develop requirements, detailed work plans, and schedules for a project and to control project progress. Students will learn our Project Planning and Scheduling Methodology and how to use it in the requirements gathering process. Students will be provided with a specific approach to Requirements Collection and Definition Methodology and Project Control Methodology.</p> <p>Section 3: Project Scope Scope of a project is the sum total of all the projects products and their requirements or features. Sometimes scope is used to mean the totality of work needed to complete a project. The primary tool to describe a project's scope (work) is the work breakdown structure. From a requirements perspective, students will learn to focus on the project's scope for the purposes of capturing all relevant requirements. Students will understand how scope relates to the entire Project Management Lifecycle and the Project Management Knowledge areas required developing a clear and thorough project scope statement. Course participants will also learn how scope relates to the development of a project's Change Control process.</p> <p>Section 4: System Engineering Students will walk through a number of system engineering models and learn how system engineering directly relates to securing good project requirements.</p> <p>Section 5: Defining Requirements Students will learn how to specifically define a project requirement and how to structure project requirements and requirements documents so they are clear, concise, and understandable. Several requirements examples will be provided to illustrate poorly written and well written requirements. Course participants will gain a thorough understanding of how to write excellent requirements by reviewing many examples and identifying the components that made them either too vague or very well written.</p>			
Quantity or Other Applicable Discounts	See the price per participant schedule listed above for applicable discounts		

Project Risk Management

Title of Course:	Project Risk Management	Length of Course(# of Hrs/Days):	1 Day (7 ½ hrs)
Total Price of Course: (Total price includes the 3/4% IFF)	Priced on per student basis		Minimum Number of Participants: 1 student minimum for scheduled open enrollment session; 7 student minimum for dedicated class
Price Per Participant	\$394.02 each for 1-2 students \$354.62 each for 3-6 students \$334.92 each for 7+ students		
<p>Description of Class: Risks can negatively impact project deliverables and cost overruns can severely undermine confidence in the project and in the project manager. The process of Project Risk Management attempts to identify and address uncertainties that may threaten the desired project outcome. While all projects will endure a certain level of risk, regular and rigorous risk analysis and risk management techniques serve to diminish problems before they arise. This course introduces the student to the basic techniques of determining and managing project risk. Areas covered include Risk Identification and Quantification, Cure Strategies, and Decision Tree Creation.</p> <p>Section 1: Definitions This section introduces the student to common terminology used when discussing risks, risk environments, and types of risks. Students learn how to think about risk in terms of probability and possibility. Course participants will categorize risk types in terms of “knowns”, “unknowns”, and “unknown-unknowns” so they can then start identifying legitimate project risks.</p> <p>Section 2: Identification of Risks This section discusses when to address risks, where to address risks, and what typically causes risk. Student will identify internal and external risks and the impact each risk type may have on the project triple constraint. Participants will learn and identify specific causes of risks to being the process of quantifying and qualifying risk.</p> <p>Section 3: Quantification of Risk This section introduces methods that determine the risk impact to Cost, Performance and Schedule. Students will perform a risk analysis to determine the possibility and probability of a risk event and the risk’s impact on the project.</p> <p>Section 4: Cure Strategies for Risk This section highlights standard risks faced by project teams and offers discussion of alternatives to eliminate risks. Students will learn specific techniques in making risk mitigation decisions.</p> <p>Section 5: Creating the Decision Tree This section introduces the Decision Tree and the process decision tree development. A decision tree is a decision support tool that uses a graph or model of decisions and their possible consequences, including chance event outcomes, resource costs, and utility. A decision tree is a decision support tool, used to identify the strategy most likely to reach a goal. Students will learn how to create a decision tree and use decision data to determine project outcomes. A class exercise is provided to reinforce the development process.</p> <p>Section 6: Recognizing Risk This section provides tips and a discussion of standard project management tools that can be used to identify risk.</p> <p>Section 7: Deciding What To Do This sections looks at the available alternatives to mitigate the impact of identified risks. Students will learn eight (8) specific strategies in making risk mitigation decisions.</p> <p>Section 8: Summary This section provides a brief review of the full Risk Management Process. Students will be provided a step-by-step process in analyzing, determining, and resolving project risk.</p>			
Quantity or Other Applicable Discounts	See the price per participant schedule listed above for applicable discounts		

Project Management Overview

Title of Course:	Project Management Overview	Length of Course(# of Hrs/Days):	3 Days (7 ½ hrs. per day)
Total Price of Course: (Total price includes the 3/4% IFF)	Priced on per student basis		Minimum Number of Participants: 1 student minimum for scheduled open enrollment session; 7 student minimum for dedicated class
Price Per Participant	\$1,092.29 each for 1-2 students \$ 983.06 each for 3-6 students \$ 928.45 each for 7+ students		
Description of Class			
<p>This course is a comprehensive review of the principles found in the Project Management Institute, A Guide to the Project Management Body of Knowledge, Third Edition, 2005. The material is covered through a mixture of class lectures, class discussions, videos, and "hands-on" integrated exercises, which lead students through the project management processes. Students "learn by doing" through the class exercises while lecture points are reinforced with class discussions and videos. Upon completion of this course, students will have understanding of project management and will be able to effectively function as project team members and project managers.</p>			
Section 1: Project Management Life Cycle			
<p>The session will provide a discussion of the role of the project manager and how other stakeholders are involved in projects. The Program Management Body of Knowledge (PMBOK®) process diagram is reviewed. Linear, evolutionary, and spiral development project life-cycles are introduced and the FAA SDLC is discussed. Three commonly used types of organizational structures are explained and the plusses and minuses of each are discussed. The learning objectives of this session are to:</p> <ul style="list-style-type: none"> • Understand the place of the project manager within the larger environment of stakeholders and organizational structures. • Appreciate the various methods of project life-cycle organization and be able to list the benefits and risks of each approach. • Know the benefits and drawbacks of various organizational structures as it relates to project management. • Understand how time effects product development and how the ability to make changes within a project is dependent on what 			
Section 2: Scope Management			
<p>This session covers one of the three most critical aspects of project management -- scope management. The other two aspects of the "triple constraint" are time and cost. Through class exercises students learn how to create a scope statement and project work breakdown structure (WBS). The process of translating customer needs to project requirements is introduced and discussions end with an explanation of how scope or project requirements are verified and controlled. The learning objectives of this session are to:</p> <ul style="list-style-type: none"> • Become familiar with the PMBOK® Guide approach to project scope management • Write a simple scope statement for a project • Understand the principles of creating a WBS • Read and understand the structure of a WBS • Understand how a WBS supports other elements of project management • Understand the basic principles of needs requirements and specification definition as they relate to scope management • Understand the importance of scope control and scope change documentation 			
Section 3: Time Management (Scheduling)			
<p>This session will address the second element of the project management "triple constraint". Concepts of time management from a project management perspective are explained. Tools such as network diagramming, PERT estimating and schedule activity sequencing are explained. The ideas of progressive elaboration and rolling wave planning are outlined. Previous knowledge of a specific scheduling tool such as Microsoft Project or Primavera is not needed. The learning objectives of this session are to:</p> <ul style="list-style-type: none"> • Become familiar with the different processes of project time management 			

- Understand the basic application of activity sequencing tools within project management
- Understand the basic application of time estimates
- Determine the critical path for a project if given a simple project network diagram
- Know the basic concepts of resource leveling

Section 4: Cost Management and Earned Value Analysis

The third element of the “triple constraint” will be addressed in this session. The time value of money as a concept that is used in project cost benefit analysis studies will be addressed. Earned value is introduced as a planning and tracking tool that combines all aspects of the project “triple constraint”.

The learning objectives of this session are to:

- Become familiar with the different processes of project cost management
- Understand the basic application of the Time Value of Money as it applies to project management
- Select between two simple project alternatives based on a time value of money analysis
- Understand the basic application of Earned Value Management (EVM) to simple projects
- Explain why EVM should be used
- Determine the status of a project given simple EVM reports on project status

Section 5: Quality Management

This session provides a basic overview of quality concepts. The difference between quality and grade within the context of the project “triple constraint” is discussed. A few of the more common quality measurement techniques, such as flow charting and control charts are discussed. The idea of probabilistic analysis is also introduced. The learning objectives of this session are to:

- Become familiar with the concepts of project quality management
- Understand the basic process and procedures used in project management quality efforts
- Know the difference between “quality” and “grade” as it applies to project quality management
- Understand a few of the basic tools used to measure quality on a project

Section 6: Risk Management

The risk management session focuses on the use of probabilistic information with the project management environment. Basic elements of probability theory are outlined and tools such as decision trees are used to assist in decision making with uncertainty. A structured approach for risk assessment that helps individuals avoid common mistakes in dealing with uncertainty is described. The learning objectives of this session are to:

- Become familiar with elements of risk planning
- Know the definition of risk as it relates to project management
- Understand basic concepts of probability and its impact on risk analysis
- Understand the role of the project manager in risk management
- Become familiar with some basic risk management tools and concepts

Section 7: Communications Management

During this session a basic communications model is presented and sources of project management authority are explained. Students come to understand the relationship between management style, types of conflict, and conflict resolution techniques. The learning objectives of this session are to:

- Become familiar with the basics of project communications management
- Understand the basic communications model of sender, receiver, and the elements of feedback
- List elements of communications that affect the sender, receiver, message, and medium
- Know the basic ways individuals interact and apply that knowledge to the area of project management
- Understand how the increase of nodes within a communications network effects the number of communications paths

Section 8: Project Integration Management

Throughout the other sessions separate elements such as time, scope, and cost management have been discussed. Within this session, all elements are combined to show how processes are tied together into a comprehensive project management process. The learning objectives of this session are to:

- Become familiar with project integration management concepts
- Understand the basic project integration management processes flow diagram and how it integrates into the five project management process groups
- Understand how the project manager controls the “PM Challenge” or “triple constraint” through

<p>the project integration management process</p> <ul style="list-style-type: none"> • Appreciate how the nine project management knowledge areas support the execution of projects through the five project management process groups <p>Understand how the project integration management process is applied across project phases</p>		
Quantity or Other Applicable Discounts	See the price per participant schedule listed above for applicable discounts	