

Programme Day 1 Timing: 10.00 -> 17:00	
	<ul style="list-style-type: none"> • Welcome and presentation of the training • Overview, Principles and Tailoring of Project Management for Sustainable Tourism Development (ST) • The Business Component and Reviewing benefits from PM4ESD® projects (BC) • Risk, Issue and Change Management Component (RK)
10:00	Welcome, presentation of the training and exams, Ice-breaking session
10:30	Know facts, terms and concepts relating to the overview, principles and project environment for Project Management for Sustainable Tourism Development: The Tourism industry, the 4 main stakeholders, definition of best practice
11:00	Group Exercise: The Stakeholders' Map
11:30	Understand terms and concepts relating to Sustainable Tourism Development, and explain how these are applied on/ are involved with a project. (ST): Concepts of ST and SD, UNWTO concepts, the golden triangle, sustainable tourism indicators
12:00	The Project Life Cycle in the tourism sector, the governance, the management context, European tourism policies, PM4ESD™ principles, variables and success factors
12:30	Group Exercise: Applying Sustainable tourism policies and indicators to your project
13:00	Lunch Time
14:00	Understand how Benefits Management relates to the principles; the approach to the treatment of benefits; how it is applied throughout the project life-cycle and the responsibilities involved. (BC)
14.30	Group Exercise: <i>Design your project Benefits map: Outputs-Outcomes-Benefits</i>
15.30	Know facts, terms and concepts relating to the Risk, Issue and Change Management component. (RK)
16.00	Understand how the Risk, Issue and Change Management component relates to the principles; the approach to the treatment of this component; how it is applied throughout the project life-cycle and the responsibilities involved. (RK)
16.30	Group Exercise: <i>Define the Risk Management Procedure for your project</i>
17.00	Final brainstorming <i>Questions and Answers, and closure of the day.</i>

Programme Day 2 Timing: 09:00 -> 17:00	
	<ul style="list-style-type: none"> • Organization (OR), Quality (QU), Planning (PL), Progress Control (PG), Project Direction (PD)
9:00	Lessons Learned from day 1
	Know facts, terms and concepts relating to the Organization component. (OR)
10:00	Understand how the Organization component relates to the principles; the approach to the treatment of this component; how it is applied throughout the project life-cycle and the responsibilities involved. (OR)
10:45	Group Exercise: <i>Organization Chart (OR)</i>
11:15	Understand how the Quality component relates to the principles; the approach to the treatment of this component; how it is applied throughout the project life-cycle and the responsibilities involved (QU)
11:45	Exercise: <i>4 main steps to ensure quality (QU)</i>
12:15	Know the facts, terms and concepts relating to the Planning component. (PL)
12:30	Understand how the Planning component relates to the principles; the approach to the treatment of this component; how it is applied throughout the project life-cycle and the responsibilities involved. (PL)
13:00	lunch break
14:00	Know facts, terms and concepts relating to the Progress Control component. (PG) and understand how the the Progress Control component relates to the principles; the approach to the treatment of this component; how it is applied throughout the project life-cycle and the responsibilities involved. (PG)
14:45	Group Exercise: <i>Define a set of tolerances for your project</i>
15:30	Understand the PD process and how it can be applied and tailored on a project.
16:30	Final brainstorming and closure of the day

Programme Day 3 Timing: 09:00 -> 17:00	
Project Initiation (PI), Stage Definition and Planning Process (SD) Stage Control and product delivery process (SC) Project Closure (PC)	
9:00	Lessons Learned from day 1 and 2
10:00	Understand the PI process and how it can be applied and tailored on a p
10:30	Exercise: <i>Apply PI processes in your project, Roles and actions</i>
11:00	Understand the SD process and how it can be applied and tailored on a
11:30	Exercise: <i>define your project in stages</i>
12:00	Understand the Stage Control and product delivery process (SC) and how it can be applied and tailored on a project.
12:30	Understand the PC process and how it can be applied and tailored on a project.
13:00	lunch Time
14:00	Lessons Learned from the morning session
15:00	Exams session open
15:30	PM4ESD™ Exams (duration 50 minutes)
16:20	Feedback from exams and closure of the day

