

<b>Programme Day 1   Timing: 10.00 -&gt; 17:00</b>	
	<ul style="list-style-type: none"> <li>• Welcome and presentation of the training</li> <li>• Overview, Principles and Tailoring of Project Management for Sustainable Tourism Development (ST)</li> <li>• The Business Component and Reviewing benefits from PM4ESD® projects (BC)</li> <li>• Risk, Issue and Change Management Component (RK)</li> </ul>
<b>10:00</b>	Welcome, presentation of the training and exams, Ice-breaking session
<b>10:30</b>	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
<b>11:00</b>	Group Exercise: The Stakeholders' Map
<b>11:30</b>	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
<b>12:00</b>	The Project Life Cycle in the tourism sector, the governance, the management context, European tourism policies, PM4ESD™ principles, variables and success factors
<b>12:30</b>	Group Exercise: Applying Sustainable tourism policies and indicators to your project
<b>13:00</b>	Lunch Time
<b>14:00</b>	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)
<b>14.30</b>	Group Exercise: <i>Design your project Benefits map: Outputs-Outcomes-Benefits</i>
<b>15.30</b>	Know facts, terms and concepts relating to the Risk, Issue and Change Management component. (RK)
<b>16.00</b>	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)
<b>16.30</b>	Group Exercise: <i>Define the Risk Management Procedure for your project</i>
<b>17.00</b>	Final brainstorming <i>Questions and Answers, and closure of the day.</i>

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

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

