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| PRiSM Practitioner, v7.0 Instructor’s Course Outline |  |

*Please support our commitment to sustainability and do not print   
this document unless it is absolutely necessary to do so.*

| Course Overview | | | | |
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| Title | PRiSM Practitioner, 3 day version | | | |
| Related Courses | PRiSM Foundations, 1 day version | | | |
| Version | Course | 7.0 | Outline | 7.4 |
| Objective | Introduce candidates for the GPM-b exam to topics which will be covered | | | |
| Audience | Candidates for GPM-b certification who have not satisfied any of the RPL options | | | |
| References | Sustainable Project Management: The GPM Reference Guide, chapters 1, 2, and 4–7 | | | |
| Length | 21 contact hours (7 hours per training day) | | | |
| Prerequisites | None | | | |
| Learning Objectives | At the end of this course, participants will be better able to:   * Describe the importance of sustainability * Understand the PRiSM project lifecycle * Develop an effective business case * Perform a P5 impact assessment (P5IA) * Engage and negotiate with your project's stakeholders * Evaluate potential suppliers using sustainable criteria * Identify and prioritize risks and opportunities * Document project success criteria * Estimate, budget, and schedule project phases * Build a stronger team * Understand and deal with conflict * Report accurately on project progress | | | |
| Notes | * GPM-b exam content will be tied to these topics and learning objectives * This outline also serves as the course syllabus * Timings assume class size of 12-15 persons with all exercises done and debriefed | | | |

| General Guidance | |
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| Partner Logo | The slides have been designed with space for your logo in the lower right corner. When adding your logo:   * Add it to the master slides to minimize file size. * Do not add it to the module (section) headers. * Make it a subtle (not overwhelming) presence like the GPM logo in the lower left corner. |
| Transitions and Animations | None of the slides have transitions or animations. Feel free to add them to suit your personal style. |
| Related Courses | For GPM-b candidates who have satisfied the Recognition of Prior Learning (RPL) requirements, GPM offers a one-day course focused on sustainability concepts. |
| Instructor Notes | Each of the individual slides has instructor notes. If you find the information there insufficient, please contact us for additional guidance. |
| Module Duration Estimates | The module duration estimates are just that: estimates. Feel free to spend more or less time on any of the topics based on the needs of the students. |
| Optional Slides | Several pairs or groups of slides are marked with “XX.” This indicates that you should pick one of those slides, delete the other(s), and remove the XX text box from the kept slide. |

| Day 1 Agenda | | |
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| Module Title | Topics (estimated number of slides) | Duration |
| 1. Introductions | * Course title slide (1) * Introductions (2) * *Exercise: your project management challenges (1)* * Norms (1 of 2) * Review of schedule and learning objectives (3) * Course extras (2) | 45 |
| 1. About GPM | * Module title (no overview) (1) * Global presence (1) * University partners (1 of 4) * Other affiliations (1) * Awards program (1) * IIPSD (1) * Certification, awards, etc. (4) * (No module summary) | 15 |
| 1. Core Concepts: Sustainability | * Module title and module overview (2) * Sustainability drivers (why it’s important) (4) * Triple Bottom Line (2) * *Exercise: measures of sustainable performance (1)* * Other sustainability models (3) * Sustainable Development Goals (4) * UN Global Compact (2) * *Exercise: assessment of organizational performance (1)* * UN Global Reporting Initiative (1) * *Exercise: sustainability review (1)* | 75 |
| 1. Core Concepts: Project Management | * Module title and module overview (2) * Definition of project (4) * Projects within the organization (1) * Definition of project management (1) * The Triple Constraint (2) * Product-scope vs. work-scope (1) * Contents of the project plan (1) * *Exercise: SDGs and participant projects (1)* * Module summary (1) | 45 |
| 1. PRiSM Project Lifecycle | * Module title and module overview (2) * Lifecycle concepts and examples (asset management, etc.) (5) * PRiSM project lifecycle (6) * *Exercise: advantages and disadvantages (1)* * Module summary (1) | 60 |
| 1. The Business Case | * Module title and module overview (2) * Business case in the project lifecycle (1) * Business case overview and contents (4) * *Exercise: draft a business case for one of your projects (1)* * *Alternate exercise: draft a business case for an EnVex project (1)* * Module summary (1) | 80 |
| 1. P5 Impact Analysis | * Module title and module overview (2) * Basics of the P5 Standard (5) * P5IA steps (2) * *Exercise: People (Social) Elements (1)* * *Exercise: Planet and Prosperity Elements (1)* * P5 scoring (1) * *Exercise: P5 scoring (1)* * Module summary (1) | 90 |
| 1. Daily Close | * Plus/Delta | 10 |
| Total contact minutes | | 420 |

| Day 2 Agenda | | |
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| Module Title | Topics (estimated number of slides) | Duration |
| 1. Daily Opener | * Review of Plus/Delta from previous day (0) * Review of today’s topics (1) | 10 |
| 1. Sustainability Management Plan | * Module title and module overview (2) * Sustainability management plan in the project lifecycle (1) * The management plan process (1) * Sustainability management plan contents (4) * *Exercise: KPIs for sustainability (1)* * Module summary (1) | 40 |
| 1. Stakeholder Engagement | * Module title and module overview (2) * Definition of stakeholder (2) * Stakeholder engagement (4) * *Exercise: stakeholder matrix and engagement ideas (1)* * Win-win negotiations as a tool for stakeholder engagement (1) * Need for win-win negotiating on projects (3) * Typical negotiating process (4) * *Exercise: negotiating engagement with sustainability (1)* * Module summary (1) | 120 |
| 1. Sustainable Procurement | * Module title and module overview (2) * Terminology variations (1) * Requirements for sustainable procurement (1) * Supply chain basics (3) * *Exercise: advantages and disadvantages (1)* * The procurement process (5) * *Exercise: selection criteria (1)* * Contract types: fixed price, unit price, etc. (4) * Contract risks (2) * *Exercise: terms and conditions for sustainability (1)* * Module summary (1) | 90 |
| 1. Risks and Opportunities | * Module title and module overview (2) * Underlying concepts (3) * Identification (4) * *Exercise: identify risks and opportunities (1)* * Probability-Impact matrix (1) * Risk responses (2) * *Exercise: classify and respond to risks and opportunities (1)* * Module summary (1) | 90 |
| 1. Success Criteria | * Module title and module overview (2) * Definition of project success (3) * Categories and examples (4) * *Exercise: project management and product success criteria (1)* * Module summary (1) | 60 |
| 1. Daily Close | * Plus/Delta | 10 |
| Total contact minutes | | 420 |

| Day 3 Agenda | | |
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| Module Title | Topics (estimated number of slides) | Duration |
| 1. Daily Opener | * Review of Plus/Delta from previous day (0) * Review of today’s topics (1) | 10 |
| 1. Requirements, Design, and Delivery | * Module title and module overview (2) * Where are these in the project lifecycle? (1) * Understanding iteration (1) * Requirements basics (5) * *Exercise: critique requirements statements (1)* * Elements of design (2) * *Exercise: validating design against the requirements (1)* * Delivery (1) * Module summary (1) | 45 |
| 1. Breakdown Structures | * Module title and module overview (2) * Purpose and characteristics of a Breakdown Structure (2) * When and where in the project lifecycle (1) * Sample Breakdown Structures (2) * How to use a Breakdown Structure (1) * *Exercise: develop partial WBS or PBS (1)* * Module summary (1) | 60 |
| 1. Estimating | * Module title and module overview (2) * Estimates vs. budgets (1) * Estimating basics (5) * *Exercise: estimating PBS/WBS activities (1)* * Module summary (1) | 45 |
| 1. Budgeting | * Module title and module overview (2) * Converting estimates into budgets (1) * Summing estimates (2) * *Exercise: ranges at the project level (1)* * Module summary (1) | 30 |
| 1. Scheduling | * Module title and module overview (2) * Duration estimates (1) * Network logic diagram elements (1) * Sequencing and the critical path (3) * Gantt charts and schedule baselines (2) * *Exercise: impact of resource limitations (2)* * Module summary (1) | 45 |
| 1. Change Control | * Module title and module overview (2) * Cost of changes (1) * Change control process (3) * *Exercise: communicating about change (1)* * Module summary (1) | 30 |
| 1. Progress Reporting | * Module title and module overview (2) * Qualitative measures (1) * Quantitative approaches (1) * Earned value illustration (5) * Red-Amber-Green reporting (2) * *Exercise: schedule variances (1)* * Module summary (1) | 45 |
| 1. Closure Phase | * Module title (1) * Review of closure activities (2) | 15 |
| 1. Team Building | * Module title and module overview (2) * Definition of “team” (1) * Tuckman’s Stages: behaviors and feelings (2) * *Exercise: characteristics of a high-performance team (1)* * How conflict happens: from stressors to reactions (5) * *Exercise: choosing four words (1)* * Module summary (1) | 75 |
| 1. Course Close | * Module title (1) * *Exercise: course review and sharing (1)* * Complete feedback forms (0) | 20 |
| Total contact minutes | | 420 |

| Version Control *(for outline)* | | | |
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| Version | Date Approved | Approved by | Summary of Changes |
| 7.0 |  | n/a | * Initial release |
| 7.1 |  | n/a | * Renamed course * Minor adjustments based on comments received |
| 7.2 |  | n/a | * Changes for move from 3 days to 2 days (plus P5) |
| 7.3 |  | n/a | * Changes for integration with P5 materials |
| 7.4 |  | n/a | * Updated to reflect latest course draft * Included learning objectives from course * Added guidance page |