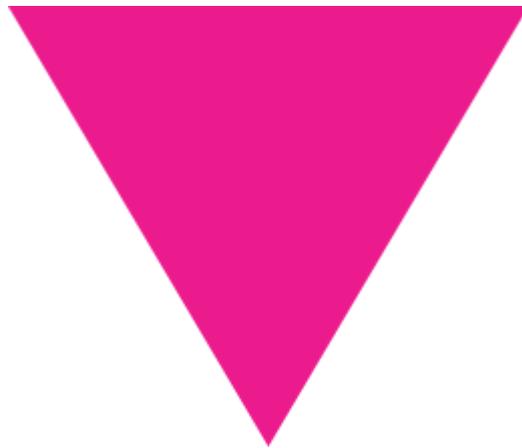# Module Planner Template (MPT)

Module 2: Governance and Roles for Sustainable PM²
Course Title: Sustainable Project Management with PM² (SPM²)

Standard Module Planner Template (MPT)

Purpose:
This template must be used by all course authors when designing individual modules. It ensures coherence across the full course by standardizing the structure, terminology, and instructional components. The MPT provides clear guidance for instructors and instructional designers, facilitates alignment with learning outcomes, and supports high-quality delivery across diverse academic and institutional contexts.

Each of the 10 modules in your course must follow this format. Use the provided fields and instructions carefully, and ensure that supporting materials (e.g., templates, videos, practical tasks) are properly referenced and labeled in accordance with this plan.

1. GENERAL MODULE INFORMATION

Instructions: Fill out the fields below with accurate and concise information for each module.

Field	Instruction
Module Number	M2
Module Title	Governance and Roles for Sustainable PM²
Course Title	Sustainable Project Management with PM² (SPM²)

2. MODULE OVERVIEW

Instructions: Write 3–5 sentences that summarize the core idea, scope, and role of this module in the course.

This module provides a deep dive into the governance structure of the sustainable PM² methodology and its application in sustainability-integrated project environments. Students examine the standard PM² layers of governance (e.g., Project Core Team, Project Steering Committee, Appropriate Governance Body) and their roles and responsibilities across the project lifecycle. Emphasis is placed on understanding the governance logic not just as a control mechanism, but as a value-alignment and accountability structure that determines how sustainability is embedded in decision-making. The module introduces role-mapping techniques to help students analyze who is responsible, accountable, consulted, and informed (RACI) for sustainability-relevant actions. It also encourages critical reflection on how traditional governance structures may need to evolve to accommodate ethical leadership, cross-sectoral engagement, and long-term impact orientation. Special focus is placed on how inclusive governance practices—such as stakeholder representation, gender-sensitive leadership, and transparency—can strengthen the legitimacy and resilience of sustainable projects.

By the end of the module, students will be equipped to assess the fitness of governance models for sustainability goals, and to propose adaptations that increase coherence between project roles and sustainability expectations. This governance literacy is foundational for shaping responsible project environments in both public

and private sectors, particularly in contexts where sustainability/ESG compliance, ethical oversight, and participatory decision-making are critical.

3. LEARNING OBJECTIVES

Instructions: List 2–4 general learning objectives using action verbs from Bloom's Taxonomy (aligned with Course Syllabus Template (CST)) . Focus on what students will understand or be able to do after completing the module.

Note: The learning objectives here should be derived from and aligned with the overarching course-level learning objectives defined in the Course Syllabus Template (CST). You are encouraged to further specify or tailor the objectives to the unique focus of this module, while maintaining full coherence with the overall course direction.

Upon successful completion of this module, students will be able to:
- **LO-1**: Describe the governance structure and roles defined by the PM² methodology.
- **LO-2**: Explain the purpose and added value of integrating sustainability considerations into project governance.
- **LO-3**: Apply RACI-based role-mapping techniques to sustainability-relevant project decisions.
- **LO-4**: Critically assess how inclusive and ethical governance practices support sustainable project outcomes.

4. LEARNING OUTCOMES

Instructions: Define 1–3 specific and measurable learning outcomes for this module (aligned with Course Syllabus Template (CST)).

Note: Module-level outcomes should be directly linked to the learning objectives stated above and traceable to the course-level learning outcomes listed in the CST. Here you have the opportunity to disaggregate or operationalize broader course outcomes into concrete, assessable outputs for this module.

Upon successful completion of this course, students will be able to:
- **Outcome-1**: Map the PM² governance layers and define sustainability-relevant responsibilities for each role (e.g., PSC, PCT, AGB).
- **Outcome-2**: Create a RACI matrix identifying accountability and decision-making structures in a sustainability-integrated project scenario.
- **Outcome-3**: Evaluate the inclusiveness and effectiveness of a project's governance model with respect to sustainability principles, ethical oversight, and long-term impact orientation.

5. MODULE LEARNING CONTENT (TOPICS & SUBTOPICS)

Instructions: Outline the instructional content that will be covered in this module. Structure the topics and subtopics logically to guide lecture flow and student learning.

Main Topic	Subtopics / Key Concepts
Understanding PM² governance structure	– Definition and purpose of governance in PM² – Five-layer model: Business Governing, Steering, Directing, Managing, Performing – Governance vs. management in project delivery
Role clarity across layers	– Core PM² roles in each governance layer – Decision-making mandates and interdependencies – Governance structure as enabler of sustainable value
Sustainability as a governance imperative	– Why governance must integrate sustainability – From efficiency/control to stewardship and stakeholder value – SDGs, EU Green Deal, CSRD as external governance drivers
Integrating sustainability into each layer	– Business Governing Layer: strategic alignment, investment ethics, CSO role – Steering Layer: oversight of trade-offs, adaptive governance, PSC sustainability advisor – Directing Layer: business case alignment, PO-SP collaboration, sustainability clauses
Operationalising sustainability in management	– Managing Layer: PM/BM roles and responsibilities. Sustainability-informed planning, risk, and resource coordination – Performing Layer: delivery with sustainability practices, standards, and inclusion
Sustainability-integrated roles	– Overview of sustainability-specific roles per layer (e.g. CSO, Sponsor, Integration Manager) – Role interaction map and contribution to sustainability KPIs – Dual-role configurations and governance maturity
Visual mapping: Governance and sustainability	– Practical activity using role–layer mapping table – Identification of gaps and integration points in project teams – Short discussion on institutionalisation pathways
From theory to application	– Summary of governance–sustainability alignment – Guidance for use of sustainability-integrated roles – Preparing for hands-on use of governance checklists and role-mapping tools in upcoming modules

6. Module Learning Activities and Delivery Structure

Instructions: Fill in the table to describe teaching content and activities, reflecting a blend of pre-class, in-class, and post-class elements. Ensure alignment with digital and active learning principles.

Segment	Activity Type	Description	Duration	Delivery Format
Pre-class	Intro Video + Guided Reading + Artefact/Template Review	Learners complete three preparatory tasks: – Watch a video explaining the PM² governance structure, learning objectives, outcomes, and structure for this module. – Read selected content from the SPM² Guide. – Review relevant templates and artefacts for this phase.	~2 h	LMS / SPM² Guide (asynchronous)
In-class	Interactive Lecture + Discussion Group	Instructor presents the five-layer PM² governance model and its sustainability-integrated extension. Group discussion focuses on challenges and opportunities in aligning governance roles with sustainability priorities.	~3 h	F2F or Hybrid (lecture + facilitated discussion)
In-class	Applied Workshop / Simulation	Students work in groups on a simulated case of a complex governance setup (e.g., EU green infrastructure project). They use the RACI+ Role Mapping Table to identify sustainability gaps, propose role adaptations, and integrate ethical and inclusive governance practices. Outcomes are presented to the class for peer feedback.	~3 h	F2F / Workshop Format
Post-class	Knowledge Check Quiz	Learners complete: – Knowledge Check (10 questions) testing their understanding of PM² governance layers, standard and sustainability-integrated roles, and role mapping techniques.	~1 h	LMS Submission (asynchronous)
Post-class	Individual Written Reflection Task	Students reflect on the governance structure of a project they have worked on or studied. They assess its alignment with sustainability goals and propose	~2 h	LMS Submission (asynchronous)

		role-based adaptations using the provided governance–layer mapping tool.		

7. PRACTICAL TASK(S) / ASSESSMENT SUMMARY

Instructions:

List each practical assignment in this module in a separate row. For each task, complete the table and provide a clear reference to the Practical Task Description Template (PTDT) document, where full task instructions and grading criteria are given.

The typologies below are **examples only** and intended to guide consistency across modules.

Suggested Task Typologies (for reference only):

- **Case-Based Task** – Analyze real-world or simulated scenarios.
- **Scenario or Game-Based Simulation** – Participate in role-plays or simulations.
- **Design and Planning Task** – Develop strategies, plans, models, or tools.
- **Analytical Task** – Work with data, conduct evaluations, generate insights.
- **Reflection or Personal Development Task** – Engage in self-assessment, journaling, or mindset analysis.
- **Evaluation or Critical Assessment Task** – Critique existing practices using structured criteria.

If your task does not fall neatly into any of the predefined typologies, you may add your own under "Task Typology."

Task Title	Task Type	Task Typology	Description	PTDT Reference
Role Mapping Exercise	Group Assignment	Design and Planning Task	In small groups, learners use the "Governance Role–Layer Mapping Template" to analyze a sample project scenario. They assign roles, responsibilities, and sustainability inputs to each governance layer and discuss how to adapt roles for better sustainability alignment.	PTDT_M2_RoleMappingExercise.docx
Knowledge Check Quiz: Governance & Roles	Individual Assessment	Analytical Task	Learners complete a 10-question quiz to test their knowledge of PM² governance structure, standard roles, and sustainability-integrated role adaptations introduced in SPM².	PTDT_M2_KnowledgeCheckQuiz.docx
Sustainable Governance Reflection	Individual Assignment	Reflection or Personal Development Task	Learners reflect on a real or fictional project's governance setup. Using a guided template, they assess whether sustainability responsibilities are clearly allocated and propose adjustments. The task includes a short justification linked to SPM² governance logic.	PTDT_M2_GovernanceReflection.docx

8. Digital Learning Resources and Multimedia Support

Instructions:
List all digital, multimedia, and interactive resources used to support the delivery of this module and learner engagement. Include links to videos, downloadable templates, interactive tools, and LMS-integrated components (e.g., quizzes, polls, checklists). Microlearning materials should also be listed her

Type	Description	Format	Developer
Reading Material	Extract from the SPM² Guide – Section on Governance: Overview of governance layers, standard and sustainability-integrated roles, etc.	PDF	SPM² Editorial Team
AI Video Intro	Governance in PM²: Instructional video explaining the five-layer governance structure, key responsibilities, and how roles can integrate sustainability.	MP4	SPM² Authoring Team
Microlearning Unit 1	Governance Layers Snapshot: Infographic overview of each governance layer (AGB, PSC, PCT, PMO, PST) with sustainability role highlights.	PNG, PDF	Instructional Designer
Microlearning Unit 2	Role Mapping Tools: Visual guide to RACI and role distribution models with a sustainability lens. Includes key role adaptations in SPM².	Slide Deck, PDF	Instructional Designer
Downloadable Template	• Case scenario PDF • Role Mapping Tools (DOCX) • Miro/Mural collaborative board link • Reflection Template (DOCX)	DOCX	Authoring Team
LMS Activity	Knowledge Check Quiz – Module 2: 10-question quiz testing understanding of PM² governance, roles, and integration opportunities for sustainability.	SCORM Package	eLearning Team
LMS Activity	Individual Reflection Journal Task: Students reflect on how governance design impacts sustainability integration and propose adapted role structures.	LMS Form Submission	Course Instructor
Optional Discussion	• Optional Pre-class Prompt: "How can governance decisions influence sustainability in projects? Give one example." • Optional Post-class Prompt: "Which governance role needs the most adaptation for sustainability, and why?"	LMS Forum Entry	Course Instructor

9. REQUIRED READINGS AND RESOURCES

Instructions: Divide the required learning materials into *Mandatory* and *Optional* sections.

Mandatory Readings and Tools
- SPM² Guide – Module 2 – related sections: Includes standard governance structure, role definitions, and sustainability extensions
- SPM² Role–Layer Mapping Matrix (Downloadable template for in-class and individual task use)

Optional Readings and Resources
- (To be tailored by instructor based on learners' background and course context)

10. FINAL QUALITY CHECK (SELF-REVIEW)

Instructions: Use this checklist before submitting your module. Confirm alignment with the pedagogical flow, and digital readiness. Mark only what is **completed**.

☐ Each practical task has a PTDT reference
☐ Readings are categorized (Mandatory/Optional)
☐ Teaching activities cover pre/in/post-class formats
☐ Multimedia and microlearning materials are specified
☐ Linkages to other modules are clearly defined
☐ All digital learning resources and multimedia components are noted and delivery-ready or marked "pending"