The purpose of the Post-Baccalaureate Certificate in Project, Program and Portfolio Management is to provide prospective students with the knowledge and competencies necessary to manage projects, programs and portfolios. The program will provide managers the wherewithal to develop professionally and further their careers within a broad range of industries.

Graduates of the program will be employed in areas with job titles such as project manager, program manager, cost estimator, among others.

Admission Requirements
This program admits fall term only.

Admission to the Post-Baccalaureate Certificate in Project, Program and Portfolio Management is competitive and the eligibility requirements to be admitted into the program are:

- A bachelor’s degree in a relevant field from a regionally accredited college or university** and/or three years post-bachelor’s experience working in project management-related area is recommended. Applicants must have a cumulative GPA of 3.00 (on a scale of 4.00) or equivalent on the most recent 60 units of graduate or undergraduate work. Conditional admission may be granted with a minimum GPA of 2.75.
- Graduate Record Examination (GRE) or Graduate Management Admissions Test (GMAT). At least one score must be submitted.
- For international students, a minimum IELTS score of 6.5 or minimum TOEFL score of 80 for iBT (550 for paper-based testing) is required. See more details for international admissions at http://www.towson.edu/main/admissions/graduate/apply/international-students.asp. Non-immigrant international students: See additional admission information in Graduate Admissions (http://www.towson.edu/main/admissions/graduate/apply/international-students.asp). **See Exceptions to Policy in Graduate Admissions (http://www.towson.edu/main/admissions/graduate/apply/admission-policies.asp). (http://www.towson.edu/academics/graduate/admissions/apply/policies.html)

Certificate Requirements
Students must complete a total of at least 15 units.

The required courses in the certificate program include:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>EBTM 604</td>
<td>INTRODUCTION TO PROJECT MANAGEMENT</td>
<td>3</td>
</tr>
<tr>
<td>EBTM 620</td>
<td>PROCUREMENT AND SOURCING</td>
<td>3</td>
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<tr>
<td>EBTM 625</td>
<td>PROJECT LEADERSHIP AND COMMUNICATION</td>
<td>3</td>
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<tr>
<td>EBTM 715</td>
<td>PROJECT COST ACCOUNTING AND FINANCE</td>
<td>3</td>
</tr>
<tr>
<td>EBTM 750</td>
<td>PROGRAM AND PORTFOLIO MANAGEMENT</td>
<td>3</td>
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</table>

Total Units 15

1. Demonstrate knowledge of key subject domains of project, program and portfolio management.
2. Demonstrate critical thinking and problem solving skills in a PPP setting.
3. Analyze methods to evaluate appropriate leadership skills and communication plans in a PPP setting.
4. Apply software tools to create a project plan and a portfolio.

EBTM 501 APPLIED BUSINESS STATISTICS (3)
Statistical data analysis for managerial decision making. Includes an examination of summary measures, probability, random variables and their distributions. Presents estimation and hypothesis testing, including z-test, t-test and chi-square test, correlation and linear regression analysis, and their applications to business problems. The use of statistical data analysis is an integral part of this course. Prerequisite: Graduate standing.

EBTM 604 INTRODUCTION TO PROJECT MANAGEMENT (3)
Introduces students to the behavioral and technical aspects of managing projects. Challenges of planning, monitoring and controlling complex projects to achieve the desired cost, quality and performance objectives will be discussed. Topics covered will also include cross-functional project teams, project integration, time management, time-cost trade-offs in project completion and resource allocation. Prerequisites: EBTM 501 or successful completion of the Statistics Proficiency Exam; graduate standing.

EBTM 620 PROCUREMENT AND SOURCING (3)
Topics include purchasing decisions and strategy, the legal aspects of purchasing, negotiation product and service quality, lean purchasing, supplier selection and evaluation, supplier relationship management, and special purchasing applications such as health care purchasing, government purchasing, professional service purchasing, transportation service purchasing. Prerequisite: EBTM 501 or successful completion of the Statistics Proficiency exam; graduate standing.
EBTM 625 PROJECT LEADERSHIP AND COMMUNICATION (3)
Advanced project management topics necessary for implementation of, and excellence in, project management. Topics include human resource management, risk management, quality management, project office, conflicts, project leadership and communications management. Project management software will be used to support the course material. Prerequisite: EBTM 604.

EBTM 715 PROJECT COST ACCOUNTING AND FINANCE (3)
Information and exercises relating to project cost estimation, budgeting and scheduling, cost management, and cost control within several organizations’ frameworks and strategies. Course subjects include a review of accounting, financial analysis, and managerial accounting. Project specific topics include resource planning, cost estimating, cost budgeting, cost control, and business case preparation and analysis. Prerequisite: EBTM 604.

EBTM 750 PROGRAM AND PORTFOLIO MANAGEMENT (3)
Managing portfolios and programs from a strategic firm perspective. Principle areas of focus within program management will be strategic alignment, benefits management, stakeholder and communication management, risk management and leadership. Principle topics within project portfolio management will include project portfolio methodology, establishing a governance process, project selection techniques, and application of methods to optimize and balance a project portfolio. Using a case study and software tools, students will explore the importance of using organizational strategies to align projects, and apply practices to create portfolio and programs to leverage organizational assets. Prerequisites: EBTM 604 and EBTM 625.

EBTM 795 INDEPENDENT STUDY (3)
Independent research in specific areas of the field of the degree being pursued. A total of 3 units for any combination of directed readings or independent research is allowed in the area of study. Prerequisites: graduate standing, completion of all 600 and 700 level core requirements.

EBTM 797 INTERNSHIP IN SUPPLY CHAIN MANAGEMENT (3)
Supervised experience in a field setting which facilitates the application of supply chain knowledge. Prerequisites: consent of instructor, graduate standing, completion of all 600 and 700 level core requirements. Graded S/U.