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.
- 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 https://www.towson.edu/academics/graduate/admissions/international/.
- Applicants must submit a résumé and a one- to two-page statement describing their past relevant experience, their career goals and how they expect this program to support those goals.
- Two reference letters are required attesting to the applicant’s ability to withstand the rigors of a graduate education.

Admission Requirements

Applications for admission are accepted, and admission decisions are made, on a rolling basis.

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Learning Objective 1

Compare and contrast key subject domains of project, program and portfolio management. (Bloom’s Level 4 – Analyze)

Courses assessed: Intro to Project Management (EBTM 604); Program and Portfolio Management (EBTM 750).

Learning Objective 2

Use critical thinking and problem-solving skills to evaluate a PPP situation. (Bloom’s Level 5 – Evaluate)

Courses assessed: Project Cost Accounting and Finance (EBTM 715); Procurement and Sourcing (EBTM 620).

Learning Objective 3

Compare and contrast methods to evaluate leadership skills and communication plans in a PPP setting. (Bloom’s Level 4 – Analyze)

Courses assessed: Project Leadership and Communication (EBTM 625); Program and Portfolio Management (EBTM 750).

Learning Objective 4

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>
</tr>
<tr>
<td>EBTM 625</td>
<td>PROJECT LEADERSHIP AND COMMUNICATION</td>
<td>3</td>
</tr>
<tr>
<td>EBTM 715</td>
<td>PROJECT COST ACCOUNTING AND FINANCE</td>
<td>3</td>
</tr>
<tr>
<td>or EBTM 735</td>
<td>SIX-SIGMA QUALITY</td>
<td></td>
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<tr>
<td>EBTM 750</td>
<td>PROGRAM AND PORTFOLIO MANAGEMENT</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Units 15
Create an integrated project or program plan and portfolio using appropriate software. (Bloom’s Level 6 – Creating)

Courses assessed: Intro to Project Management (EBTM 604); Program and Portfolio Management (EBTM 750).

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.