



Diploma in Entrepreneurship

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Improve
 your career
 prospects

The full details of the program, admission requirements, and admission procedures summarized in this document can be found in the School of Continuing Studies' current course calendar. If there are any discrepancies between the course calendar and this summary, the information in the course calendar takes precedence in all cases. McGill University reserves the right to change this information at any time.

A message from Dr. Kamal S. Salmasi, Area Coordinator for the Management, International Business and Entrepreneurship programs



The graduate-level Entrepreneurship program at McGill University's School of Continuing Studies (McGill SCS) has been redesigned for the 2015-2016 academic year. McGill SCS is known for its quick response to ever-changing market trends and the creation of the new Diploma in Entrepreneurship program has been done to respond to our students' needs and to reflect new developments in industry.

As the Area Coordinator for Entrepreneurship, I would like to share with you some of the highlights and context within which the entrepreneurship program was evaluated and revised. To develop the program, extensive research was conducted in order to capture how the economy has shifted towards small businesses in the last decade and to see how this change can be adapted to the classroom environment. Our primary objective was to teach individuals to become high-level problem solvers while maintaining their business savvy.

Treated much like a start-up of its own, the program was carefully retooled with the modern entrepreneur in mind. In addition, to students' comments, we also looked at twenty five major universities and compiled a list of all of the courses being taught in their respective entrepreneurship programs. Using these courses as a benchmark, we reached out to the Montreal business community and received invaluable feedback from leading industry entrepreneurs. The common response was that while many people possess great ideas, they need to learn how to implement them properly. In short, to become successful, one has to learn high-level skills such as drafting a sound business plan, navigating legal documents, acquiring practical know-how, building the right team and actually selling the product or service.

The real-world feedback collected was shared with instructors and various committee members, which resulted in developing a program which now includes more 'hands-on' training with notable guest speakers from industry. Part of the hands-on practical work involves students, as part of the program requirement, actually building a business from the ground up and learning to how to successfully pitch ideas for funding with investors.

With a tailored curriculum this program is suited for anyone who wants to learn the fundamentals of entrepreneurship with people who have seen it all - from success to failure and success again. It is not only applicable to entrepreneurs starting new ventures, it is just as applicable to "intrapreneurs" trying to launch a new product or idea within an existing company.

Warmest regards,
K. S. Salmasi

Please see the following videos:

<https://www.youtube.com/watch?v=sobHIpNEkkI>

<https://www.youtube.com/watch?v=Q4A5D0Zccck>

<https://www.youtube.com/watch?v=2oojaQqJNAg>

<https://www.youtube.com/watch?v=BWdhCLnyjng>

Program Methodology

Dr. Carmen Sicilia and Dr. Kamal Salmasi at the CAUCE 2013 conference: “*Keeping Programs at the Leading Edge*”

MCGILL: CANADA’S LEADING UNIVERSITY

McGill University is one of Canada’s top universities. High educational standards and a reputation for excellence make McGill graduates highly attractive in the competitive job market.

INSTRUCTORS: EXPERIENCE GOES A LONG WAY

Our instructors don’t just teach; they do. Highly qualified professionals, they have extensive, practical expertise in their fields. Their knowledge will give you valuable insights into the real world of business.

ADVISING SERVICES

Connect with Client Services, where our knowledgeable and supportive advisors can offer program advice, career planning workshops, student support, and so much more. Just ask us!

Go to: <http://www.mcgill.ca/continuingstudies/prospective-students/advising-services> for more information.

FINANCIAL AID

A lack of financial resources shouldn’t pose a barrier to achieving your career goals. Donor-funded scholarships and bursaries make it possible for hardworking adults to pursue their studies, improve their knowledge and skills, and transform their careers and lives, while coping with the demands of work and family life. Find information about financial support at:

<http://www.mcgill.ca/continuingstudies/giving/our-donors/scholarships-bursaries>

<http://www.mcgill.ca/continuingstudies/current-students/fees/student-awards-and-financial-aid>

<http://www.mcgill.ca/continuingstudies/current-students/graduating-students/awards>

Is a Career in Entrepreneurship for You?

Do you have an idea, a product or a service that you wish to turn into a sustainable venture? Do you want to do something that you love?

Canada has more than 2.5 million small business owners, half of which are women. This generates more than 80,000 jobs a year or about one-quarter of new employment positions. Nearly one in three Canadians states that he/she will be self-employed at some point in the next five years.

The vast majority of entrepreneurs say that starting a business was the best decision that they have ever made. Even at the expense of longer working hours and the entrepreneurs’ responsibility for their own livelihoods, the benefits of more control over their lifestyle and doing something they love far outweigh the options.

Many individuals start their own business out of a passion to be independent, the love of a challenge or the desire to turn a hobby into a source of income. Few entrepreneurs see a need that is not being met and cannot ignore the opportunity to start their own business. Others are driven by circumstances such as layoffs, frustration with their current workplace culture or the want of more flexibility in their lives.

If you want a fast paced, dynamic career where you influence the outcome and impact of your venture, then perhaps a career in entrepreneurship is for you.

How can this McGill Program prepare you for entrepreneurial activities?

- You will be exposed to the various facets of entrepreneurship dealing with idea generation, valuation techniques, funding, data sources, intellectual property, legalities and business plan development.
- You will learn how to identify the target customers, crystalize the venture's customer value proposition, and develop an effective sales plan.
- You will learn the "win-win" business negotiation techniques.
- You will acquire the knowledge necessary to select and secure venture financing by evaluating the different sources of equity and debt financing.
- You will know about capital planning, valuation and financing deal structure.
- You will learn about identifying potentials for growth, realizing the challenges and opportunities of growth and managing growth.
- You will learn about the Canadian Constitution and the Quebec Civil Code, comprising the law of property, obligations, contracts, sale, lease and hire, mandate, suretyship, hypothecs and prescription.
- You will learn how to interpret financial statements and use relevant ratios.
- You will learn managerial economics and accounting.
- You will acquire the necessary skills for communication and networking in the workplace, business networking, teamwork and delivering effective presentations.
- You will be exposed to electronic marketplaces and social media marketing.
- You will be exposed to the latest theory, pertinent case studies and practical entrepreneurship models of small business management.
- You will gain invaluable information from the expertise of some of Canada's best entrepreneurs.

The Program

The Diploma in Entrepreneurship is a 30 credit program which consists of 1 co-requisite course, 9 required courses and 1 complementary course.

Classes are offered once a week for 13 weeks and are generally from 6 p.m. to 9 p.m. Courses can be taken in the Fall, Winter, Spring and Summer sessions. Classes in the Spring and Summer sessions may be given in less than 13 weeks. Not all courses are offered every semester.

N.B. 1: CMSC 000 Foundations of Mathematics is an external pre-requisite to the program. CMSC 000 is a pre-requisite to CMS2 500 Mathematics for Management and must be completed before CMS2 500 can be taken. Students may apply for Advanced standing at the time of admission, or they may take an Exemption by Examination Test².

The Diploma's program requirements are:

Co-requisites¹:

CMS2 500 Mathematics for Management
(or the Exemption by Examination Test²)

9 Required courses (27 credits):

CACC 520 Accounting for Management
CCLW 511 Law 1
CEC2 532 Business Economics
CEN2 500 New Venture Formation
CEN2 506 Financing Startups and Ventures
CEN2 507 Venture Growth Strategies
CEN2 510 Practical Entrepreneurship Management
CGM2 520 Sales Management and Negotiation Strategies
CPL2 510 Communication and Networking Skills

1 Complementary course choose from (3 credits):

CGM2 510 Project Management: Tools and Techniques
CMIS 530 Digital Analytics and Targeting
CMS2 521 Applied Management Statistics
CPL2 524 Introduction to International Business
CMIS 544 Digital Marketing Automation, Planning and Tech.
CMIS 549 Digital Media and Search Engine Optimization

IMPORTANT NOTE:

This program is EFFECTIVE as of Winter 2019.

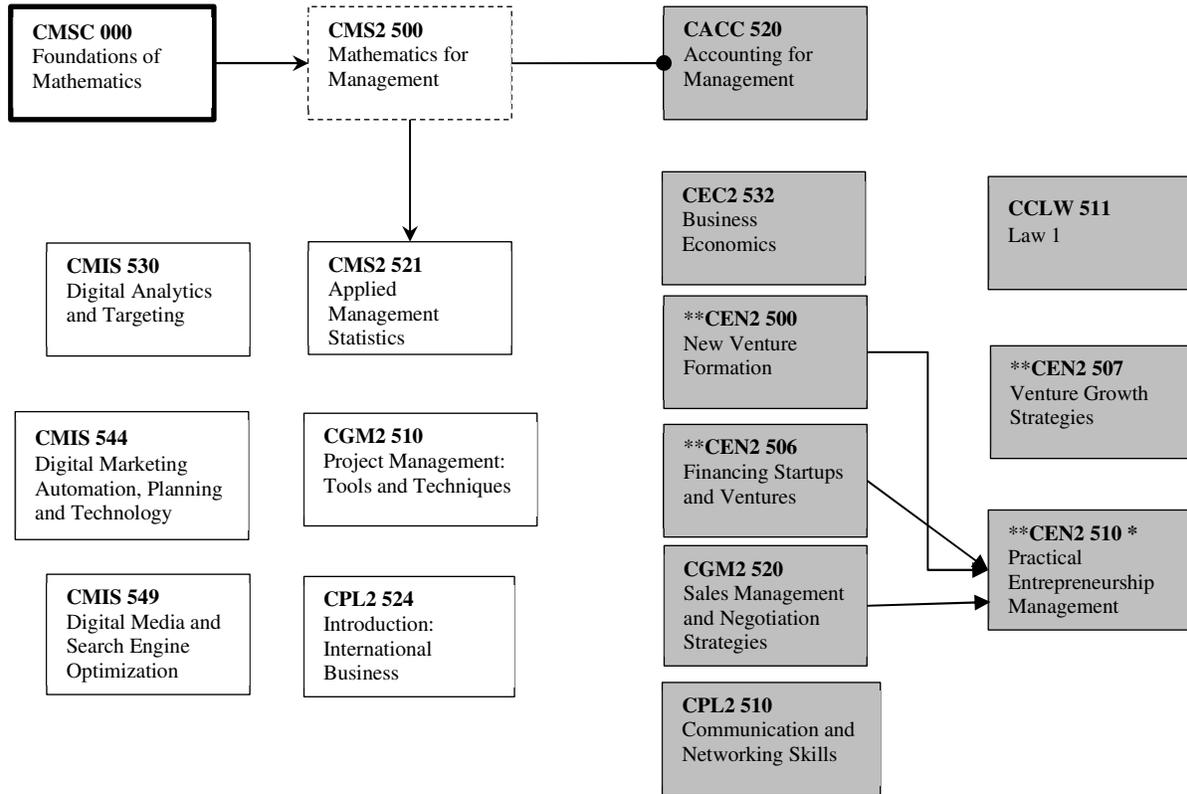
If you were admitted PRIOR to Winter 2019, please follow the STUDY PLAN which you were provided with at the time of your admission.

¹ Co-requisite: This refers to academic course requirements that must be completed in the first semester.

² For more information on how to obtain course exemption by the means of a challenge exam, please consult the Exemption by Examination form available on our website at: <http://www.mcgill.ca/continuingstudies/prospective-students/apply/exemption-examination>.

Course Sequence

Diploma in Entrepreneurship



NOTE:

Required Course	Co-requisite Course
Complementary Course	External Pre-requisite Course

→ Pre-requisite to course
 ● Co-requisite to course

*Note: Please refer to course description for additional pre-requisites.

To obtain information on course offerings, please refer to the interactive timetable at:

<https://cce.mcgill.ca/itimetable/cpd/ProgramDetails/103>

** Please note that the CEN2 courses are offered in an intensive nature: evening classes with full-day Saturday classes. Please contact us for more information.

Course Descriptions

CACC 520 Accounting for Management

(3 credits)

Co-requisite: CMS2 500 Mathematics for Management

This course covers financial and managerial accounting. The course provides an understanding of the various financial statements as well as cost behaviour, cost/volume/profit relationships, budgets, responsibility accounting and relevant costing.

CCLW 511 Law 1

(3 credits)

Pre-requisites: None

Sources and administration of law; the Canadian Constitution and the division of powers; the Quebec Civil Code, comprising the law of persons, the law of property, obligations, contracts, sale, lease and hire, mandate, suretyship, hypothecs and prescription.

CEC2 532 Business Economics

(3 credits)

Pre-requisites: None

Introductory micro and macro-economic theory and practice in profit and non-profit organizations from a managerial perspective. Topics include: demand and supply analysis, production costs, firms' pricing and output determination, aggregate demand and supply, national income, output and employment determination, inflation, interest rate, exchange rate determination, fiscal and monetary policies.

CEN2 500 New Venture Formation

(3 credits)

Pre-requisites: None

Essential principals and tools of entrepreneurship dealing with idea generation, valuation techniques, funding, data sources, intellectual property, legalities and business plan development.

CEN2 506 Financing Startups and Ventures

(3 credits)

Pre-requisites: None

Entrepreneurs will face many financial challenges when starting and developing a new venture. This course will teach students how to identify and evaluate the different financing sources of equity and debt financing (including Government financial assistance programs). Capital planning, valuation and financing deal structure will also be covered.

CEN2 507 Venture Growth Strategies

(3 credits)

Pre-requisites: None

This course teaches practical strategies for growing businesses in all the various stages. It focuses on identifying potentials for growth, realizing the challenges and opportunities for growth within entrepreneurial settings, and managing growth. The course will include a team project which will consist of developing a growth plan for a real or hypothetical business.

CEN2 510 Practical Entrepreneurship Management

(3 credits)

Pre-requisite: CEN2 500, CEN2 506 and CGM2 520

This application-based course provides students with hands-on experience in planning a new venture in its entirety. Students will work in teams to develop a new start-up idea project during the term.

CGM2 510 Project Management: Tools and Techniques (3 credits)

Pre-requisites: None

Focus on main concepts and theories of project management from initiation to close-out. Topics include: project life cycle, planning, scheduling, implementing, monitoring, controlling, close-out and ethics. The concepts presented apply to projects of various sizes, types and degrees of complexity.

CGM2 520 Sales Management and Negotiation Strategies (3 credits)

Pre-requisites: None

Application of principles and theories of sales management for large, medium, and small-sized enterprises. Focus on crystallizing a venture's customer value proposition to develop effective sales strategies to achieve business and marketing objectives. Strategies for personal selling, team selling, and online and offline selling as well as B-to-B and B-to-C models. Business negotiation strategies.

CMIS 530 Digital Analytics and Targeting (3 credits)

Pre-requisites: None

Covers fundamental techniques in measuring and analysing the digital marketing experience success and effectiveness as well as using audience data to improve advertising and content using targeting and experiments. How to measure, analyze, and act upon the evolving internet technologies and trends.

CMIS 544 Digital Marketing Automation, Planning and Technology (3 credits)

Pre-requisites: None

Covers the fundamental concepts needed to develop a digital marketing plan. Enables students to gain an understanding of market behaviour, translation of corporate goals into digital marketing objectives, basic overview of various strategic approaches to align to objectives, as well as implementation and control.

CMIS 549 Digital Media and Search Engine Optimization (3 credits)

Pre-requisites: None

Covers the fundamentals of promoting a brand through digital mediums and how to take advantage of earned digital media. Provides an understanding of how paid search, search engine optimization, various forms of digital media planning and placement, social media promotion work and, how to monitor and optimize performance.

CMSC 000 Foundations of Mathematics (3 credits)

Pre-requisites: None

First-degree equations and applied word problems, polynomials, factoring, fractions, exponents, roots and radicals, inequalities, quadratic equations and functions, composite and inverse functions, arithmetic and geometric sequences and series.

CMS2 500 Mathematics for Management (3 credits)

Pre-requisite: CMSC 000 or the Exemption by Examination Test

Basic mathematics needed for business applications, including graphs, series summation, mathematics of finance, annuity, discounted cash flow, internal rate of return, permutations, combinations, maxima and minima functions with business applications in optimization, introductory statistics and probability.

CMS2 521 Applied Management Statistics (3 credits)

Pre-requisite: CMS2 500 or the Exemption by Examination Test

Statistical methods used in a variety of business situations, emphasizing application and providing a working knowledge of the most widely-used techniques. Topics include descriptive statistics; probability

distributions; sampling procedures and distributions; inferential statistics including estimation; hypothesis testing and Anova; simple linear, multiple regression and correlation; time series and forecasting.

CPL2 510 Communication and Networking Skills

(3 credits)

Pre-requisites: None

This course will provide students with leadership skills pertaining to communication and networking in the workplace. Topics covered include influencing, appraising situations, business networking, teamwork and delivering effective presentations.

CPL2 524 Introduction: International Business

(3 credits)

Pre-requisites: None

This course deals with fundamental international business issues: the international business environment, foreign exchange risk, multinational corporations, international organizations, international sources of financing, international marketing policies, essential factors to be considered when entering foreign markets (licensing and exporting) and international management.

Professional Association

The Dobson Foundation

The Dobson Foundation created the Dobson Fellows in order to recognize the spirit of entrepreneurship as an essential component in the dynamism of Montreal's business community.

The Dobson Fellows have demonstrated a commitment to, and a significant contribution to, the spirit of entrepreneurship over a meaningful period of time. All the Dobson Fellows (26 to date) are exceptional leaders in their entrepreneurial fields and have lectured a minimum of five times before being asked to accept the Fellowship which requires, among other duties, continuing to lecture at least once a year.

The Dobson Fellows remain a selected group that adds significantly to the students learning experience. Their live case studies provide a real world approach to theory and practice.

For more information on the Dobson Fellows, please visit McGill's Dobson Centre for Entrepreneurial Studies' website: <http://www.dobsoncentre.mcgill.ca>

Admission Requirements

1. Students must hold an undergraduate degree from a recognized university as approved by Ministère des Relations avec les citoyens et l'immigration (MRCI) with a cumulative grade point average (CGPA) of 3.0/4.0 or a CGPA of 3.2/4.0 for the last two full-time academic years.
2. If your CGPA is lower than the above requirement, please submit the following for consideration with your application, official transcript.
 - a. **Letter of Intent:** A letter, 1 to 2 pages in length single-spaced, written in English or French, which addresses the following:
 - basis for interest in the program;
 - your knowledge that would be pertinent to the program;
 - your interest in the field of study and the reasons for applying to our program
 - plans for integrating the training into your current or future career;
 - a description of your professional experience and its relevance, if applicable, to the program
 - awards received or other contributions;
 - any additional information relevant to your application.
 - b. **Curriculum Vitae**
 - c. **Two Letters of Reference:** At least one should be from a current or former employer.
 - d. **GMAT and/or GRE Test Score Results (optional):** Submit a copy of the official test score results.

If you have studied outside of Canada, you are strongly advised to request an evaluation of your degree called “Évaluation comparative des études effectuées hors du Québec” from MRCI. For further details you may contact their office at: (514) 864-9191 or visit them on the web at: www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html

Students are expected to have a working knowledge of word processing and spreadsheets.

Students with a Bachelor's degree in Commerce (or equivalent) may be able to enroll for a graduate certificate. For more information, please visit: www.mcgill.ca/continuingstudies/programs-and-courses/entrepreneurship/graduate-programs

Admissions Procedures

STEP 1: PREPARE

1. Choose the program (certificate, diploma, graduate certificate or graduate diploma) you would like to apply to.
2. Verify the **Application Deadlines** to ensure that you submit your application in time.
3. Ensure you have a valid email address and credit card on hand to pay for the application fee (Visa, Master Card or America Express).
4. From the **list of programs**, click on the program you would like to apply to.
5. Review the admission requirements for the program to ensure you meet the criteria.
6. Ensure you have all necessary documentations required for your application as indicated in the “Documents Required” section.

STEP 2: APPLY

1. Click “Apply Now” at the top of the program page or go to <https://mcgill.ca/x/4Um> and click “Apply Now”.
2. If you have a Login ID and PIN, enter them now, or if not, create one and log in.
3. Click on “Begin New”.
4. Enter the information requested and click “Continue”.
5. When asked, “What are you applying for at McGill?”, click on “Continuing Studies”.
6. On the next page, select the program you would like to apply to.
7. Complete the rest of the application with all required information and submit.
8. You will receive a confirmation email providing you with a McGill ID number and a PIN. Within 24-48 hours, you will be able to log in to **Minerva** (www.mcgill.ca/minerva).

STEP 3: UPLOAD SUPPORTING DOCUMENTS

Once you have access to Minerva, upload your supporting documentation as per the admission requirements of your chosen program.

- Uploading your documents will speed up your application process and is strongly recommended.
- For instructions on how to proceed, please go to: <https://mcgill.ca/continuingstudies/legal-documents>.

(If you are unable to upload the documents, you can send them by regular mail or bring them in person to our Client Services office at the address below).

- **Sending official transcripts: All transcripts received via the upload process are considered unofficial.** If transcripts are required for your application, you will also need to have any official transcripts sent directly to McGill University by mail, in a sealed envelope by the educational institution(s) where you studied.

STEP 4: VERIFY ADMISSION STATUS

Once a decision has been made, admitted students will receive a “Letter of Admission” along with registration instructions.

Difficulty Applying Online?

If you have any problems with your online application, or if you have questions regarding admission requirement and procedures, contact Client Services (<https://www.mcgill.ca/continuingstudies/client-services>).

Helpful Tips for Applying

What is an Official Transcript?

If you have studied at an institution:

- In Canada or the United States – you will need to request a copy of your official transcripts (your marks) from that institution which the institution will mail to the address below in a sealed envelope with the official institution's logo.
 - Outside of Canada or the United States, - you will need to request a copy of your official transcripts (your marks) from that institution which the institution will mail to the address below in a sealed envelope with the official institution's logo.
 - **Note:** In cases where the language of instruction at the institution is not English or French, you must also send an official translation of the official transcript certified by a representative from the **Ordre des traducteurs, terminologues et interprètes agréés du Québec (OTTIAQ - <http://ottiaq.org/>)**.
- You need to request **official transcripts** as soon as possible once your application has been submitted to the School of Continuing Studies. Your Educational Institution must then mail these directly to the appropriate office below:

Client Services c/o Admissions

McGill University – School of Continuing Studies
688 Sherbrooke Street West, Room 1125
Montreal, QC H3A 3R1
Canada

- **Important:** You must make sure you apply by the application deadline. However, if you have any outstanding supporting documents at the time of your application, you may upload them as they become available or forward them directly to the School of Continuing Studies as soon as possible. Your admission application will only be completed once the University has received all of the required documents.
- **Note:** All required documents received by McGill University's School of Continuing Studies become the property of the university. Official documents and/or transcripts will not be returned to the applicant.
- **Note:** Transcripts received by McGill University's School of Continuing Studies cannot be transferred to any other department or program as it would constitute submitting a new application. Therefore, you must submit a new sealed envelope of your official transcripts for each application made to McGill University's School of Continuing Studies.

Language Requirements

- The **language of instruction** for most courses and programs at McGill University is English; however, students may submit any written work that is to be graded in English or French, except in cases where knowledge of the language is one of the objectives of the course.
- Applicants must demonstrate an adequate level of **proficiency in English prior to admission**, regardless of citizenship status or country of origin. McGill University has this language requirement in place to ensure that all students are provided with the opportunity to succeed in their chosen program.
- In all cases, the University reserves the right to require **proof of English** proficiency if it is deemed necessary. For additional information, please click on the link below.

<https://www.mcgill.ca/continuingstudies/language-policy>

Exemption by Examination

Students admitted to a Certificate, Diploma, Graduate Certificate or Graduate Diploma program requiring a pre-requisite or co-requisite course, must provide proof that they have taken and successfully passed an equivalent 3-credit course, with the requisite grade as per McGill University's requirements, at the appropriate level at another approved institution or have successfully completed the Exemption by Examination test.

- The Exemption by Examination test is **not applicable to required or complementary course(s)** within a program.
- You cannot take the Exemption by Examination test if you have already attempted the course (a grade of W is considered as have attempted the course).
- If you are unsuccessful in the Exemption by Examination test(s) you will not be permitted to repeat the test(s) and must instead enroll in the course(s) for which the particular test(s) was taken.

To be eligible to write the Exemption by Examination test, you must have applied to or been admitted into a program. (The test is optional).

For more information visit: <https://www.mcgill.ca/continuingstudies/recognition-prior-learning>

Student Awards and Financial Aid

McGill University's School of Continuing Studies Bursaries

The School of Continuing Studies will post the application form and eligibility requirements for the active term on its website. Please refer to link below for further information.

<https://www.mcgill.ca/continuingstudies/student-awards-and-financial-aid>

McGill University's School of Continuing Studies Scholarships

For a list of McGill University Scholarships, please consult McGill University's School of Continuing Studies website by clicking on the link below.

<https://www.mcgill.ca/continuingstudies/student-awards-and-financial-aid>

McGill University's School of Continuing Studies Graduating Prizes

For a list of McGill SCS Graduating Prizes, please consult McGill University's School of Continuing Studies website by clicking on the link below.

<https://www.mcgill.ca/continuingstudies/graduating-students>

Aide financière aux études (AFE)

As a credit-bearing program, this program is eligible for financial aid through the Quebec Government.

<https://www.quebec.ca/education/aide-financiere-aux-etudes/>

Note: The amount and number of McGill University's School of Continuing Studies Bursaries, Scholarships, and Graduating Prizes issued varies from year to year, depending on funds received and their specifications.

Contact

McGill University
School of Continuing Studies

688, Sherbrooke St. West, Suite 1140
Montreal, QC, H3A 3R1

Program information

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