Leadership
Graduate Diploma

Made by the will to lead

Offered by the McGill School of Continuing Studies
Leadership

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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.
As the world faces what may be the largest crisis in generations, let us address the phenomenon of leadership. Why do some “leaders” make us feel secure and confident while others fail?

For the past decade, we have been living and working in a complex, and constantly changing environment. Events such as COVID-19 (healthcare risk), the Brexit vote (economic and political risk), the Amazon and Australian wildfires (environmental risk), or hacking and cyber-attacks (technology risk) are becoming more frequent. For an organization, these risks are much harder to predict, understand or measure. For a leader to deal with these risks effectively he/she must have multiple voices and wear multiple hats. In challenging times, an efficient leader will need to be a decision maker, a project manager, and a “père de famille” for employees. That requires a set of specific tools and skills.

If you need leadership skills which take you far beyond weekend seminars and on-the-job training, set yourself apart and advance your career with McGill University's Graduate Diploma in Leadership.

I wish you well on your leadership journey!

Nadege Firsova
Faculty Lecturer, Academic Program Coordinator,
Leadership programs
Effective leaders are in Demand in every Organization. Are you prepared for the Challenge?

Leadership education can be applied to every industry and organization where these skills are valued. To remain competitive, organizations will require more adept leaders who are adaptive and flexible, able to shape the future of increasingly diverse organizations. They must be powerful communicators who can weather the fiercest storms and bring meaning and purpose to their teams and organizations. Are there critical and applicable skills and tools that can be learned?

Firstly, traditional management process or transactional skills will not suffice. More than ever a leader during times of crisis must have transformational leadership skills. This entails the ability to problem-solve and think critically to make effective decisions. Leadership style impacts all aspects of the organization from day-to-day operations to strategic planning and change management.

Secondly, businesses are built around people. Leaders are responsible for encouraging the highest performance from their employees. Many of them recognize that motivation is a key driver of high performance.

Only a few are skilled at choosing the right combination of approaches and tools to motivate and influence their people. This requires emotional intelligence and strong communication skills, including listening, building credibility and trust, and showing empathy.

Lastly, adaptation and responsiveness are key elements in the success of any organization in today’s turbulent times. An effective leader must be able to lead through change. This requires emotional intelligence and strong communication skills, including listening, building relationships and trust, and showing empathy.
The Graduate Diploma in Leadership focuses on developing leadership competencies and tools to better manage and lead people, including innovative leadership practices and skills to lead in a diverse workplace, negotiate skillfully, influence teams, and deliver results and leverage data analytics to make effective decisions.

The program uses learner-centered instructional methodology. Simulations, experiential activities and case studies are an integral part of the program. Industry leaders and guest speakers are invited to enhance the learning experience. The content of the program is kept up to date with best practices in industry and is frequently augmented by ongoing research.

The program will prepare you to:

- Envision, plan, implement and evaluate leadership initiatives through different theories and models
- Leverage data analytics to identify, analyze, and solve business problems and make effective decisions
- Inspire, motivate and influence staff
- Empower, delegate, and build teams
- Lead people in organizational change
- Manage and resolve conflict
- Coach your team to better performance

How can this program help you achieve your goals?
McGill’s Graduate Diploma in Leadership is a 30-credit program aimed to help you develop skills and tools needed to better manage and lead people and teams in a VUCA world - one characterized by volatility, uncertainty, complexity.

The program’s learner-centred instructional methodology includes simulations, experiential activities and case studies to help you gain the knowledge and skills needed to inspire and motivate a diverse workplace, negotiate skillfully, influence teams, leverage data analytics to make effective decisions and deliver meaningful results.

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.
1 Co-Requisite:
- CMSC 500
  Mathematics for Management Or The Exemption by Examination Test

10 Required courses (30 credits):
- CACC 520
  Accounting for Management
- CGM2 510
  Project Management: Tools and Techniques
- CMS2 527
  Business Intelligence and Analytics
- CORG 551
  Behaviour in Organizations
- CPL2 510
  Communication and Networking Skills
- CPL2 532
  Leading Change
- CPL2 533
  Developing Leadership Skills
- CPL2 534
  Leading in Diverse and Global Workplaces
- CPL2 552
  Strategic Management
- CPL2 595
  Topics in Leadership

IMPORTANT NOTE:
This program is EFFECTIVE as of Summer 2020.
If you were admitted PRIOR to Summer 2020, please follow the STUDY PLAN which you were provided with at the time of your admission.

N.B. 1: CMSC 000 is a three-credit, external prerequisite to the program. CMSC 000 is a pre-requisite to CMS2 500 and must be completed (with a minimum grade of 65%) 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 Test.

N.B. 2: Prerequisites and corequisites are not included in the total credit requirements for the program.

N.B. 3: All courses are three (3) credits unless otherwise stated.

1 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: https://mcgill.ca/continuingstudies/recognition-prior-learning
2 Pre-requisite: This refers to academic course requirements that may be completed before.
3 Co-requisite: This refers to academic course requirements that may be completed before or concurrently.
CACC 520  
**Accounting for Management**  |  **Co-requisite:** CMS2 500 Mathematics for Management  
CREDITS: 3  
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.

CMSC 000  
**Foundations of Mathematics**  |  **Pre-requisite:** None  
CREDITS: 3  
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**  |  **Pre-requisite:** CMSC 000 Foundations of Mathematics  
CREDITS: 3  
Basic mathematics needed for business applications, including graphs of functions, series summation, mathematics of finance, annuity, discounted cash flow, internal rate of return, permutations, combinations, maxima and minima of functions with business applications in optimization, introductory statistics and probability.

CMS2 527  
**Business Intelligence and Analytics**  |  **Co-requisite:** CMS 500 Mathematics for Management  
CREDITS: 3  
This course provides a managerial and technical focus on computational and business techniques which can help to identify new business opportunities and transform an organization’s future by optimizing operational and strategic decision making.

CORG 551  
**Behaviour in Organizations**  |  **Pre-requisite:** None  
CREDITS: 3  
The implications for management and the essential concepts of social psychology such as motivation, perception, attitude change and organization. Group and organizational dynamics will be the major emphasis of the course. Classroom discussion and student participation is encouraged.

CPL2 532  
**Leading Change**  |  **Pre-requisite:** None  
CREDITS: 3  
Leading and managing change issues, including the leader as a change agent and the change process itself. Various models of change and change leadership will be reviewed, as well as follower reluctance or resistance to change and strategies that leaders can use to gain follower commitment.
**CPL2 533**

Developing *Leadership Skills*  
**Pre-requisite:** CORG 551 Behaviour in Organizations  
CREDITS: 3  
Role of leadership training and development in personal and organizational effectiveness. Assessing and developing personal leadership skills; developing leaders in organizational settings.

**CPL2 534**

Leading in Diverse *and Global Workplaces*  
**Pre-requisite:** None  
CREDITS: 3  
Exploring leadership within a global and diverse context. A variety of trends that have made managing workforce diversity an essential competency for future leaders are reviewed, as are the emerging skills that managers need to develop to succeed in a global environment.

**CPL2 552**

Strategic *Management*  
**Pre-requisite:** None  
CREDITS: 3  
Includes analysis of major forces driving organizations, explores mission development, goal selection, corporate strategy, policy formulation for the benefit of all stakeholders. Discusses situations confronting senior managers in the competitive environment, includes topics such as the identification and evaluation of strategic alternatives, the management of control processes for increased productivity, etc.

**CGM2 510**

Project Management: *Tools and Techniques*  
**Pre-requisite:** None  
CREDITS: 3  
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.

**CPL2 510**

Communication and *Networking Skills*  
**Pre-requisite:** None  
CREDITS: 3  
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 595**

Topics in *Leadership*  
**Pre-requisite:** This capstone course must be taken as the last course in the program.  
CREDITS: 3  
Specialized course covering an advanced topic in the leadership area selected from current issues or themes in literature.
Course Sequence

CMS2 500
- Mathematics for Management

CACC 520
- Accounting for Management

CMS2 527
- Business Intelligence and Analytics

CORG 551
- Behaviour in Organizations

CPL2 533
- Developing Leadership Skills

CPL2 532
- Leading Change

CPL2 534
- Leading in Diverse and Global Workplaces

CPL2 552
- Strategic Management

CGM2 510
- Project Management: Tools and Techniques

CPL2 510
- Communication and Networking Skills

***CPL2 595
- Topics in Leadership

NOTE:

Required Course

External Corequisite

Pre-requisite to course

*** This is the capstone course. Must be taken at the end of the program.

To obtain information on course offerings, please refer to the interactive timetable at https://cce.mcgill.ca/itimetable/CPD/ProgramDetails/119
Admission Requirements

1. Applicants must have a Bachelor’s degree (or equivalent). The minimum cumulative grade point average (CGPA) required in the Bachelor’s degree is 3.0 out of 4.0, or a minimum CGPA of 3.2 out of 4.0 in the equivalent of the last two years of full-time university-level academic studies;

2. Applicants must also have a minimum three years of relevant professional experience or hold a professional designation issued by any professional order or association. All applicants must provide their curriculum vitae and two letters of reference.

3. If your CGPA is lower than the above requirement, please submit the following for consideration with your application:

   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.

Language Requirements

• The language of instruction for most courses and programs at McGill 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.

Learn More
How to Apply

STEP 1: PREPARE
1. Choose the certificate or diploma program 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 the application fee (Visa, MasterCard or American 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 documentation 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 PIN. Within 24 - 48 hours, you will be able to log in to 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.

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 requirements and procedures, contact Client Services.

Certificates and Diplomas (Credit-Bearing Programs)
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

680 Sherbrooke Street West, Room 1125

Montreal, QC

Canada, H3A 3R1

- **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 School has received all of the required documents.

- **Note:** All required documents received by McGill University 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.

Exemption by Examination

To be exempt from a pre-requisite or co-requisite course, students admitted to a certificate or diploma program must provide proof that they have taken an equivalent 3-credit course at the appropriate level at another 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, you will not be permitted to repeat the test and must instead enrol in the course(s) for which the test was taken.

To be eligible to write the Exemption by Examination test, you must have applied to or been admitted to a program.
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.

Learn More

McGill University's School of Continuing Studies Scholarships

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

Learn More

McGill University's School of Continuing Studies Graduating Prizes

For a list of McGill SCS Graduating Prizes, please consult the McGill School of Continuing Studies website by clicking on the link below for the active term on its website.

Learn More

Aide financière aux études (AFE)

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

Learn More

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 School of Continuing Studies

680, Sherbrooke St. West, Suite 1140
Montreal, QC, H3A 3RI

Program information
Tel: 514-398-6200
Fax: 514-398-2650
info.conted@mcgill.ca

Learn more at
mcgill.ca/scs-leadership