



# Diploma in Management Entrepreneurship concentration

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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.

## **Is a Career in Entrepreneurship for You?**

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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 four 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 a McGill Program prepare you for a career in Entrepreneurship?**

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- You will be exposed to the principals of entrepreneurship required to start and manage a sustainable new venture.
- You will learn how to interpret financial statements and use relevant ratios.
- You will learn the essentials of corporate finance.
- You will be exposed to leading ideas in leadership and organizational behavior.
- You will learn how to prepare, manage and present a business plan; structure the business and seek funding.
- You will be exposed to the latest theory, pertinent case studies and practical entrepreneurship models of small business management.
- You will learn the most up to date methods in marketing your product or service.
- You will acquire the sales skills all entrepreneurs need to identify and grow a customer base.
- You will learn about the available resources to help your business grow.
- You will gain invaluable information from the expertise of some of Canada's best entrepreneurs.

## The Program

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The Diploma in Management (Entrepreneurship concentration) is a 30 credit program which consists of 2 co-requisite courses, 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 Test<sup>2</sup>.

The Diploma's program requirements are:

Co-requisites<sup>1</sup>:

CMS2 500	Mathematics for Management (or the Exemption by Examination Test <sup>2</sup> )
CEC2 532	Business Economics (or the Exemption by Examination Test <sup>2</sup> )

**9 Required courses (27 credits):**

CACC 520	Accounting for Management
CEN2 500	New Venture Formation
CEN2 505	Sales and Negotiation Strategies
CEN2 510	Practical Entrepreneurship Management
CFIN 512	Corporate Finance
CMS2 521	Applied Management Statistics
CMR2 542	Marketing Principles and Applications
CORG 551	Behaviour in Organizations
CPL2 553	Small Business Management

**1 Complementary course choose from (3 credits):**

CCLW 511	Law 1
CGM2 510	Project Management: Tools and Techniques
CMR2 543	Marketing of Services
CMR2 556	Buyer Behaviour
CMR2 566	Global Marketing Management
CPL2 510	Communication and Networking Skills
CPL2 524	Introduction: International Business
CPL2 533	Developing Leadership Skills

Or any other 500-level course offered through the Career and Professional Development and approved by the department.

**IMPORTANT NOTE:**

This program is EFFECTIVE as of Fall 2010.

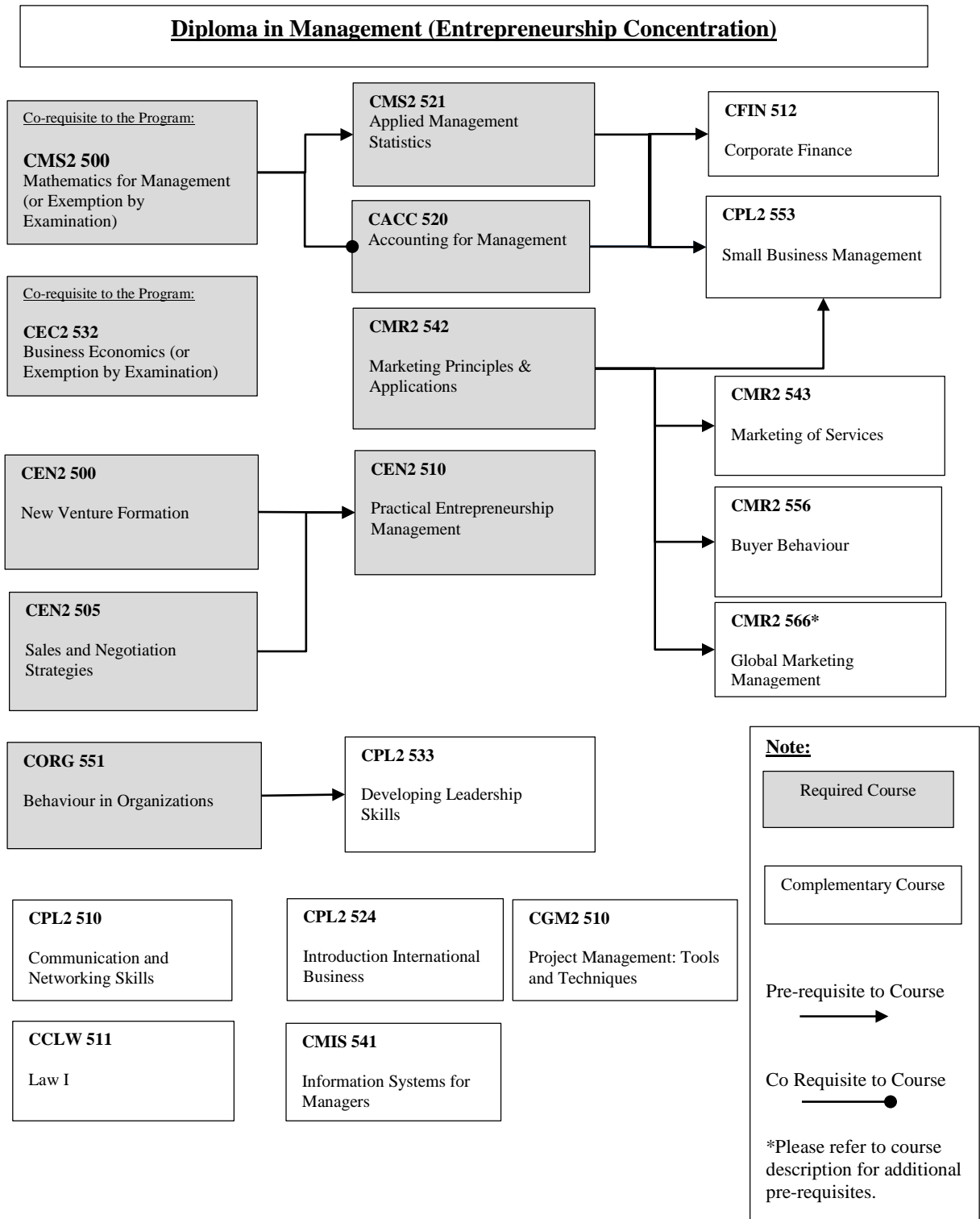
If you were admitted PRIOR to Fall 2010, please follow the STUDY PLAN which you were provided with at the time of your admission.

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

<sup>2</sup> 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



To obtain information on course offerings, please refer to the interactive timetable at: [www.mcgill.ca/continuingstudies/schedule](http://www.mcgill.ca/continuingstudies/schedule)

## Course Descriptions

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### **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.

### **CCFC 511 Financial Accounting 1**

**(3 credits)**

Pre-requisite:  
MGCR 211 Introduction to Financial Accounting

Theoretical and practical foundation of financial reporting, specifically focusing on the accounting concepts, the accounting process, revenue and asset recognition, their measurement and disclosure.

### **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 policy.

### **CEN2 500 Principles of Entrepreneurship**

**(3 credits)**

Pre-requisites:  
None

This course will equip students with the essential business acumen to plan and launch a new successful venture. The course will explore the various facets of entrepreneurship dealing with idea generation, valuation techniques, funding, data sources, intellectual property, legalities and business plan development.

### **CEN2 505 Product Commercialization**

**(3 credits)**

Pre-requisites:  
None

A critical aspect of any new venture is the ability to discover its markets, locate its first customers and sell its product and service. This course will help students identify their target customers, crystalize the venture's customer value proposition, and develop an effective sales plan. Also, "win-win" business negotiation techniques will be reviewed.

## **CEN2 510 Practical Entrepreneurship Management**

**(3 credits)**

Pre-requisite:

CEN2 500 New Venture Formation, CEN2 505 Sales and Negotiation Strategies, CEN2 506 Financing Startups and Ventures

This course aims to fill in the gaps between classroom learning and real life venture experience. This application-based course gives students hands-on experience with planning a new venture in its entirety. Students will work in teams to develop a new start-up idea project during the span of the term.

## **CFIN 512 Corporate Finance**

**(3 credits)**

Pre-requisites:

[CACC 520 Accounting for Management (Diploma in Management students) or CCFC 511 Financial Accounting 1 (Diploma in Accounting students)] and CMS2 521 Applied Management Statistics

Fundamental finance theory as applied to the firm's short and long-term financing and investment decisions and the sources of funds available to it (stocks, bonds, derivatives). Exposure to critical concepts of "firm value maximization" emphasizing capital budgeting, cost of capital, capital structure, derivatives, dividend policy, risk and return.

## **CMG2 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.

## **CMR2 542 Marketing Principles and Applications**

**(3 credits)**

Pre-requisites:

None

Covers the different aspects of marketing operations: the marketing concept, the analysis and research of market opportunities, the planning, implementation, and control of the marketing program (Product, Promotion, Distribution, and Pricing). The course focuses on Canadian market environment and Canadian marketing institutions. Lectures and case studies on an individual basis and/or involving team work will be used.

## **CMR2 543 Marketing of Services**

**(3 credits)**

Pre-requisite:

CMR2 542 Marketing Principles and Applications and CMR2 548 Processes of Marketing Research

Concepts of service marketing. Current trends. Strategic marketing plans for services. Customer satisfaction issues in services marketing: timing, communication, quality, loyalty. Service marketing for private and public sectors.

**CMR2 548 Processes of Marketing Research (3 credits)**

Corequisite:  
CMR2 542 Marketing Principles and Applications

Comprehensive review of statistics, with emphasis on key issues required to understand and communicate marketing information: descriptive statistics, measures of central tendency, theory of probability, normal distributions, hypothesis testing, correlation and regression. Marketing research: qualitative and quantitative data collection techniques, interpretation of secondary on-line research.

**CMR2 556 Buyer Behaviour (3 credits)**

Pre-requisite:  
CMR2 542 Marketing Principles and Applications and CMR2 548 Processes of Marketing Research

This course focuses on the behaviour of the consumer in the marketplace and the research approaches used to gain an understanding of that behaviour. Once sensitized to issues of human behaviour in this context, students develop a deeper understanding of the basic processes specific to consumer behaviour.

**CMR2 566 Global Marketing Management (3 credits)**

Pre-requisite:  
CMR2 542 Marketing Principles and Applications and CMR2 548 Processes of Marketing Research

Marketing management considerations of a company seeking to extend beyond the confines of its domestic market. A review of product, pricing, channels of distribution and communications policies to develop an optimum strategy (between adapting completely to each local environment and standardizing across them) for arriving at an integrated and profitable operation. Particular attention to international marketing and exporting in the Canadian context.

**CMSC 000 Foundations for Mathematics (3 credits)**

Pre-requisites:  
None

Operations with real numbers, polynomials, first-degree equations and applied word problems. Factoring, fractions, exponents, roots and radicals. Absolute values, equations and inequalities. Quadratic equations, applied problems, arithmetic and geometric sequences and series.

**CMS2 500 Mathematics for Management (3 credits)**

Pre-requisite:  
CMSC 000 Foundations of Mathematics 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 Mathematics for Management 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.

## **CORG 551 Behaviour in Organizations**

**(3 credits)**

Pre-requisites:  
None

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 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:  
Core Program<sup>3</sup>

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.

## **CPL2 533 Developing Leadership Skills**

**(3 credits)**

Pre-requisite:  
CORG 551 Behaviour in Organizations

Role of leadership training and development in personal and organizational effectiveness. Assessing and developing personal leadership skills, developing leaders in organizational settings.

## **CPL2 553 Small Business Management**

**(3 credits)**

Pre-requisites:  
CACC 520 Accounting for Management and CMR2 542 Marketing Principles and Applications

This course will focus on the concepts and activities of entrepreneurship in the small business environment. Through the analysis of small business situations and the study of related case material, students will learn the fundamental actions required in practice to start and manage a small business. Skill acquisition will be oriented toward learning to prepare a business plan.

## **MGCR 211 Introduction to Financial Accounting**

**(3 credits)**

Pre-requisites:  
None

The role of financial accounting in the reporting of the financial performance of a business. The principles, components and uses of financial accounting and reporting from a user's perspective, including the recording of accounting transactions and events, the examination of the elements of financial statements, the preparation of financial statements and the analysis of financial results.

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<sup>3</sup> Core Program: Completion of CACC 520, CFIN 512, CMR2 542, CMS2 521 and CORG 551.



## Professional Association

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### 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

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To be admitted to the Diploma in Management (Entrepreneurship concentration), students must meet both the academic and language requirements of the program.

**Academic Requirements:** Students must hold an undergraduate degree in an area other than commerce (or equivalent) from a recognized university as approved by the Ministère des Relations avec les citoyens et l'immigration (MRCI).

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](http://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](http://www.mcgill.ca/continuingstudies/programs-and-courses/entrepreneurship/graduate-programs)

## Admissions Procedures

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### How to APPLY to the *Diploma in Management: Entrepreneurship Concentration*?

Please follow the steps below:

#### STEP 1:

- Go to <http://www.mcgill.ca/continuingstudies/>  
Click on “Apply”  
Click on “Graduate Programs”

#### STEP 2:

**Verify** on the “**Apply for Admission to a Program**” page, the “Application Deadlines” for Canadian/Permanent Residents or International Students to ensure that you submit your application before the term deadline.

#### STEP 3:

- **Review your Admission Requirements:** Once you have checked your application against all the requirements, you will be ready to apply to the program.
- Before you proceed you will need:  
A valid **email address** and a **credit card** (Visa, MasterCard or American Express).

#### STEP 4:

- Once you are ready to apply online:  
Click on “**Click here now**” to bring you to the Application for Admission page.
- Click on the red bold “**Apply Now**” on the Application for Admission page.  
(Do **not** apply through “uApply” link).
- Fill in the login information on the “Admissions Login” page and the Biographical Information.
- On the “Apply for Admission” page, fill in the information requested.  
NOTE: When asked: “What are you applying for at McGill”, click on “Continuing Studies”
- Select the program you are applying to on the “Program Choice Selection” page.
- Continue to fill in the remainder of the application. (All sections to be completed are indicated in the textbox on the left hand side of the screen).

#### STEP 5:

- Once you have applied online, you will receive a confirmation email providing you with a McGill ID number and a 6-character **PIN (Personal Identification Number)**.
- You will need to use this information to **log into MINERVA** ([www.mcgill.ca/minerva](http://www.mcgill.ca/minerva)) (McGill’s web-based information system for students) so that you can upload documents required for admission and follow-up on your status of your application.

## STEP 6:

- Once your application has been received and you have access to your Minerva account, you will be able to **upload your supporting documentation**, including a copy of transcripts. (A copy of your transcript with confirmation of degree awarded and date of graduation).
- Uploading your documents will speed up your application process and is strongly recommended.
- For instructions on how to proceed, please go to: [www.mcgill.ca/applying/submitting-your-documents/uploadingdocuments/](http://www.mcgill.ca/applying/submitting-your-documents/uploadingdocuments/)

(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 above).

## STEP 7:

- **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 the School by mail, in a sealed envelope by the educational institution(s) where you studied.

### 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  
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.

## Language Requirements

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- 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.

<http://www.mcgill.ca/continuingstudies/current-students/academic-policies/language-policy>

## Exemption by Examination

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Students admitted to a Certificate, Graduate Certificate or Diploma program requiring a pre-requisite or co-requisite course, must provide proof that they have taken an equivalent 3 credit course, at the appropriate level elsewhere or successfully completed the Exemption by Examination test. Otherwise the student must register for the course.

- Please note that 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.

**You must be admitted into a program or have applied to a program to be eligible to write the Exemption by Examination test.** (The test is optional).

For more information on how to obtain a course exemption by 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>

## **Student Awards and Financial Aid**

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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.

### **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.

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

### **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.

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

### **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.

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