



Master of Business Administration (Entrepreneurship) Program Review Application:  
Private Organization Seeking Ministerial Consent under the *Post-Secondary Education  
Choice and Excellence Act, 2000*

**Section 1: Application Introduction**

Organization and Program Information

<b>Full Legal Name of the Organization</b>	York Entrepreneurship Development Institute
<b>Operating Name of the Organization</b>	York Entrepreneurship Development Institute
<b>Acronym</b>	YEDI
<b>URL</b>	www.yedinstitute.org
<b>Date of Submission</b>	
<b>Contact Information</b>	
Legal Address:	907 Alness Street, Toronto, ON L3J 2J1
Email:	info@yedinstitute.org
Phone Number:	647-919-9334
<b>Legal Representative</b>	
First Name:	
Last Name:	
Department:	
Address:	
Telephone:	
Email:	
Title/Function:	
<b>Contact Person for this Application</b>	
First Name:	Maria
Last Name:	Konikov
Department:	Operations
Address:	
Telephone:	
Email:	mkonikov@yedinstitute.org
Title/Function:	Director
<b>Proposed Degree Nomenclature</b>	Master of Business Administration (Entrepreneurship)

**Locations to be Delivered:**

YEDI Business Acceleration Campus (Toronto): located at 907 Alness Street, it is a facility currently zoned for University usage with a total area of 80,000 sq. ft. This includes a learning centre with an equipped lecture hall, classrooms, numerous offices adapted to start-up and early-stage businesses.

YEDI Business Acceleration Campus (Vaughan): YEDI operates an additional 50,000 sq. ft facility located at 7250 Keele Street (second floor) which includes offices, conference rooms, classrooms, and a co-working space.

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## Executive Summary

YEDI believes its proposed MBA (Entrepreneurship) program is aligned with the objectives of the Ministry of Colleges and Universities – to provide practical skills and real-world employment opportunities. YEDI's focus on entrepreneurship will create job creators, whose businesses will create well-paying employment opportunities for Ontarians.

With the increased focus on Strategic Mandate Agreements (SMA), the Province has indicated its main priorities to universities and colleges. Though YEDI's MBA program will not be funded by government, many of the priorities they have identified for post-secondary institutions are fulfilled by YEDI's program. Under SMA3 the province has identified the following priorities:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system;
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics;
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes;
- Encouraging alignment of postsecondary education with labour market outcomes; and,
- Incentivizing differentiation and specialization to support increased efficiencies.

YEDI seeks to improve economic outcomes by creating entrepreneurs who will become stable employers and creators of GDP. Every single YEDI MBA graduate would be aligned with labour market outcomes as each student would have their business ideas cultivated and tested in the YEDI program before graduation. By successfully completing the YEDI MBA program, students would be trained and prepared to see their businesses grow in the Ontario economy – therefore creating jobs, generating tax revenue, and becoming a part of the labour market.

This is a unique program that has a demonstrated track record of demand and success. In addition, it will be funded privately. YEDI is not seeking any funding to get the program off the ground, for facilities, or ongoing operational funding. YEDI has the facilities required and a plan to be financially viable.

## Program Abstract

YEDI is planning to run an MBA academic program with a major in entrepreneurship.

The proposed MBA program will cover a gap between the top-tier educational needs of today's entrepreneurs and the availability of MBA programs designed for founders and managers of start-ups and early stage companies and organizations.

YEDI's MBA program will offer students an opportunity to choose elective courses and disciplines in order to get deeper knowledge and skills related to the management and operation of ventures specializing in the delivery of products and services aimed at benefiting Canadian society, which is a growing trend in the Canadian economy and is currently underserved by existing MBA programs to the needs of entrepreneurs and managers of social-oriented ventures.

## Overview

YEDI is planning to run an MBA academic program with a major in entrepreneurship, modeled after its current successful courses, as outlined above. The program will take an innovative approach, including in the way it develops its faculty staff and educational curriculum. YEDI has the necessary facilities and infrastructure to run the program.

The proposed MBA program will cover a gap between the top-tier educational needs of today's entrepreneurs and the availability of MBA programs designed for founders and managers of start-ups and early stage companies and organizations.

Another important trend in the current Canadian economic context is the increasingly growing number of businesses and entrepreneurs aimed at providing solutions for social problems by initiating social enterprises as well as not-for-profit and charitable organizations. This segment is underserved in terms of the suitability of existing MBA programs to the needs of entrepreneurs and managers of social-oriented ventures. The presently proposed YEDI MBA program will offer students an opportunity to choose elective courses and disciplines in order to get deeper knowledge and skills related to the management and operation of ventures specializing in the delivery of products and services aimed at benefiting Canadian society.

Below is a list of classes, sessions and advanced interactive teaching methods that will maximize the effectiveness of the educational material:

- Classroom lectures
- Online lectures
- Group discussions
- Individual assignments
- Coaching sessions
- Team projects (group assignments)
- Presentations
- Real-world project development
- Case studies
- Course exams (cases and multiple choice)
- Round tables with participation of experts and seasoned entrepreneurs

YEDI currently uses the above listed teaching methods in its programs outlined in Part 1 of this submission. Well-crafted and refined, they have proven to be successful and well-accepted by students.

The success of YEDI's proposed MBA program will rely on the following elements:

- Over 6 years of accumulated proven experience in teaching, training and mentoring Canadian and foreign entrepreneurs – many of whom are holders of Bachelor and Master degrees in business and technical fields;

- Proven capability in designing interactive classroom sessions, practical seminars, group exercises and discussions that foster both academic learning of core concepts and practical implementation of these concepts to real world projects;
- Unique experience in simultaneously guiding learning and facilitation of work on real world projects;
- Close collaboration with academic institutions, including York University, Schulich School of Business, Wilfred Laurier University, Russian Economic University, etc.;
- An established faculty that includes experienced instructors who hold Ph.D. and MBA degrees from Schulich Executive Education Centre, as well as subject-matter experts, entrepreneurs and corporate executives;
- Unique experience of faculty members who are intimately engaged in the development and coordination of the program, with specific tailoring to the type of audience, learning objectives and structural requirements;
- Administrative staff with extensive experience in scheduling, material preparation, program promotion and marketing; and
- Proper technical facilities, equipped with advanced technological infrastructure, video and audio systems, as well as office equipment.

Constant engagement of YEDI faculty members will be necessary in the fundamental research within the following areas:

<b>Academic Research</b>
<ul style="list-style-type: none"> <li>- Entrepreneurship</li> <li>- Technology Commercialization Strategy</li> <li>- SMEs Economics and Finance</li> <li>- Social Enterprise Strategy and Management</li> <li>- Management of Not-for-Profit and Charitable Organizations</li> <li>- Global Context for SMEs</li> </ul>

## Framework of the Proposed MBA Program

Student Target Group	Graduates of BBAs, BAs, MScs and Entrepreneurs
<b>Program Structure</b>	
Number of semesters	Two semesters
Course timeframes	46 weeks
Number of total credits needs to be collected by a student to be graduated	58 credits
Total classroom session	464 academic hours
Classroom sessions required to get a credit	8 academic hours
Out-of-classroom works (Discussions and presentations of Individual Assignment (Coaching) and Team Working) in a semester	216 academic hours
Total study load	680 academic hours
Average classroom hours per a week	10 academic hours
Average study load per a week	15 academic hours
Abroad session (elective)	2 weeks
<b>Students</b>	
Number of students in the cohort	50 students
Number of cohorts per semester	2 cohorts
Number of the graduated students per year	100 students
Study engagement	Executive Program
Enrollment of foreign students	Allowed
Age restriction	No
Scholarships and bursaries	Available
Expected start of the first cohort	Beginning of 2021
<b>Faculties</b>	
<u>Four Faculties:</u>	



- Strategic Planning
- Marketing and Sales
- Financial Planning
- Management and Operations

### Academic Concentrations

Entrepreneurship

SMEs

Innovations

Socially-Oriented businesses

Not-for-Profit Organizations and Charities

International Business Operations

Classroom sessions will be delivered at the YEDI campuses, and primarily in the Ressin Executive Learning Centre located at 907 Alness Street, in close proximity to York University and TTC subway stations and bus stops. The classrooms are equipped with computer systems, projectors, audio systems and whiteboards. The biggest learning classroom is able to accommodate a cohort of 60 students. Small rooms are available for student group work.

Some sessions will be conducted online through learning management systems (LMS) — software platforms like Blackboard or Moodle, where instructors administer course websites with material easily accessible by students. The framework of LMS integrates tools and cloud-based services, such as lecture capture, text chat windows, streaming video, audio discussion forums, web conferencing, and interactive video. Students often access textbooks in electronic form through LMS, with options to listen to voice recordings of the textbook material. Instructors handle assignments through LMS, and students submit completed work within the platform, minimizing reliance on email. This may involve submitting recorded presentations or delivering them live through a webcam. Instructors can enable class conversations and allow comments within a specific assignment, so relevant discussions can easily be located for reference.

## Section 2: Degree Level

The YEDI MBA program requires that students achieve both breadth of knowledge across core disciplines and depth of knowledge in a chosen subject area, known as a major. Students will be free to choose their electives from among a wide range of courses offered by the program, as long as students possess the prerequisite knowledge to understand the subject matter being taught.

## 2.1 Qualification Descriptions: Overall Program Design and Outcome Emphasis

The primary focus on in-depth study of entrepreneurship will require candidates to present a feasible and potentially viable business idea or venture which will be developed into a well-substantiated business case by the end of the program.

The study of the core and elective disciplines will be a foundation for the creation of a compelling plan aimed at the initiation and growth of a financially sustainable business. The business will use accessible resources efficiently to solve existing and future problems and hence, benefit society. Faculty members will be instructed to assess students' ability to identify problems and market opportunities, define a workable strategy to seize the detected opportunities, and translate this strategy into specific assessable and measurable milestones. While participating in tutorial sessions and group discussions, students will demonstrate leadership and the capability to build a team based on learned fundamentals for the management of SME and technology-based businesses in the era of the fourth industrial revolution.

The MBA course completion and graduation are subject to the student getting a total of 58 academic credits and a successful presentation of a compelling, well-grounded and realistic business and financial plan for the proposed or already initiated venture. The deliverables should include the following components:

- Business Plan
- Financial Projection for the 5-year horizon
- Executive Summary
- Presentation Deck

At the end of the program, each student has to present a real project to a panel consisting of YEDI faculty members, industry experts, representatives of funding organizations and/or financial institutions. In the course of the presentation session, students will demonstrate a deep understanding of business fundamentals within the current economic context as well as the knowledge and skills required to launch or expand an early-stage business into a constantly growing and sustainable venture.

The course requires students to develop and demonstrate the following profession-oriented skillsets:

- advanced market research and analytical skills needed for the identification of technological and social problems, as well as market opportunities
- critical thinking
- development and implementation of a business strategy, including such interrelated components as the selection of a proper business model, formulation of value proposition, identification of target markets
- development and implementation of the marketing and sales strategy
- understanding of the process of the venture team building and managing
- knowledge of the importance and process for the creation of the corporate structure
- comprehension of the financial planning and business valuation concepts

- determination of the raising investment strategy, process and outcome
- business communication, presentation and negotiation skills
- management skills in the rapidly changing market context
- implementation of advanced management tools based on AI, big data, robotics
- determination of social impact from business operations
- clear understanding of specific features of managing not-for-profit and charitable organizations
- development and implementation of a strategy for expansion on the global stage.

#### Preparation for Employment and Further Study

At the end of the course each student will make a comprehensive presentation of his/her venture market opportunity and strategy. YEDI will provide after-graduation consulting support and mentorship to facilitate the business growth and creation of new jobs.

#### Course Duration

- 58 credits have to be earned within a two-semester course (46 weeks)

#### Admission Requirements

- Minimum 2 years of a relevant full-time experience within a start-up and/or small and medium-sized enterprise v
- A Bachelor's degree or equivalent – transcripts will be produced from previously-attended post-secondary institutions\*
- GMAT (Graduate Management Admission Test) – students will present their GMAT or GRE scores with a minimum prerequisite score of 600\*
- IELTS Academic - for non-Canadian residents - minimum score of 7 is required\*
- Three professional references
- Successfully pass the pre-admission interview and present the core project to be developed during the study period at the YEDI MBA program

Completion of the online application which should include:

- An up-to-date resume
- Detailed description of a project to be the core case throughout the YEDI MBA program
- Official copies of these documents will be required if an applicant receives an offer to the program

#### Qualification Awarded

- Master's Degree (Entrepreneurship)

#### 2.2 Addressing Degree Level Standards

## Depth and Breadth of Knowledge

The YEDI MBA course is designed to ensure a deep understanding of major business concepts based on clear identification and substantiation of technological and social problems. In turn, the program will assist in the development of products and services that solve these problems, benefiting business owners and stakeholders. Students will be acquainted with using the latest technological achievements in AI, big data and robotics fields. Understanding key concepts in venture management in a rapidly changing market context is one of the important outcomes of the YEDI MBA program.

## Conceptual & Methodological Awareness

Graduates will have a conceptual understanding and methodological competence that:

- Enables a working comprehension of methodology and techniques applied for market research that helps in the identification of the social and technological problems, analysis of the current market context and competition on marketplace;
- Enables conduction of financial analysis and design a financial projection, define ROI and use various approaches and algorithms for the estimation of early stage venture market valuation;
- Enables a treatment of complex business issues and judgements based on established principles and techniques, including such categories as business model, value proposition, target market, and exit strategy;
- Enables to analyze key indicators of the stock market, prepare for Initial Public Offering, M&A transactions or business sale;
- Enables determination of optimal investment avenues, comparison of various funding opportunities and selection of the most appropriate sources of financing of R&D works and operations; and
- Helps build and manage a team of highly experienced professionals with complementary skills, different educational backgrounds and experiences, as well as apply incentives that facilitate creativity, responsibility and teamworking.

On the basis of that competence, students must show deep knowledge of key aspects and categories related to business growth based on innovations and new management tools. At the same time, there must be a determination of social impact with an eye to creating value for all stakeholders.

## Communication Skills

Communication skills are integral to any entrepreneur, being a major driving force in success. For this reason, the proposed curriculum includes a substantial module aimed at teaching theoretical and practical components of business communication, negotiation and pitching. This includes also such topics as leadership and communication with the venture staff members to ensure students' capability to manage highly skilled professionals, experts and scientists. The involvement of scientists in the R&D process of businesses based on technological innovations make the management process unique in terms of the respect, responsiveness and long-term interest of talents contributing to the project's success.

Graduating students will be requested to demonstrate strong communication skills required to present their cases to potential investors and stakeholders, negotiating successfully with prospective customers, partners and investors, as well as financial institutions, including banks.

#### Application of Knowledge

The YEDI MBA course is based on the combination of both academic business learning in today's market context and application to the students' real businesses.

Hence, students will have competence in applying an existing body of knowledge to a new question or specific problem in a new setting.

Students will obtain a skillset needed for both business planning and strategy execution. Presence of accomplished entrepreneurs and managers of SMEs will enhance the practical component of the program. It will teach students approaches and tools required for successful execution of the developed and approved business plans and models and their proper application. At the same time, students will be required to show competence in developing business strategies which include clear measurable, assessable and realistic objectives. The course capstone project will be a determination of the success of students in having the capability to apply newly acquired knowledge and skills.

#### Professional Capacity/Autonomy

The qualities and transferable skills necessary for cultivating innovative projects:

- preparedness to take a risk and be responsible for achieving strategic objectives;
- leadership in decision-making in complex situations, such as raising investments and stakeholder management;
- intellectual independence required for continuing professional development in managing ventures based on newest available tools and approaches;
- ethical behaviour consistent with academic and business integrity and the use of appropriate guidelines and procedures for responsible team leadership and management; and
- the ability to appreciate the broader implications of applying knowledge to particular and rapidly changing contexts.

#### Awareness of Limits of Knowledge

Awareness of limits in obtained knowledge would be emphasized by:

- cognizance of the complexity of knowledge and of the potential contributions of other interpretations, methods and disciplines;
- request for learning and inventing new tools and methods of managing a team of creative professionals with a purpose of successful strategizing and achieving objectives set by the business founders and stakeholders as well as consistent with social demands; and
- the marketplace is undergoing a transformation in an unprecedented pace. The same applies to management concepts, especially geared towards technology-based businesses. Students will be taught to apply core competencies and skills for

learning new approaches and tools proposed for managing SMEs, based on new technological and theoretical advancements happening across the globe.

### **Section 3: Admission, Promotion and Graduation**

The criteria for admission into the YEDI MBA program:

1. Minimum 2 years of a relevant full-time experience within a start-up and/or small and medium-sized enterprise
2. A Bachelor's degree or equivalent – transcripts will be produced from previously-attended post-secondary institutions\*
3. GMAT (Graduate Management Admission Test) – students will present their GMAT or GRE scores with a minimum prerequisite score of 600\*
4. IELTS Academic - for non-Canadian residents - minimum score of 7 is required\*
5. Three professional references
6. Successfully pass the pre-admission interview and present the core project to be developed during the study period at the YEDI MBA program

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The primary focus on in-depth study of entrepreneurship will require candidates to present a feasible and potentially viable business idea or venture which will be developed into a well-substantiated business case by the end of the program.

The study of the core and elective disciplines will be a foundation for the creation of a compelling plan aimed at the initiation and growth of a financially sustainable business. The business will use accessible resources efficiently to solve existing and future problems and hence, benefit society. Faculty members will be instructed to assess students' ability to identify problems and market opportunities, define a workable strategy to seize the detected opportunities, and translate this strategy into specific assessable and measurable milestones. While participating in tutorial sessions and group discussions, students will demonstrate leadership and the capability to build a team based on learned fundamentals for the management of SME and technology-based businesses in the era of the fourth industrial revolution.

The MBA course completion and graduation are subject to the student getting a total of 58 academic credits and a successful presentation of a compelling, well-grounded and realistic business and financial plan for the proposed or already initiated venture. The deliverables should include the following components:

- Business Plan
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- Presentation Deck

At the end of the program each student has to present a real project to a panel consisting of YEDI faculty members, industry experts, representatives of funding organizations and financial institutions. In the course of the presentation session, students will demonstrate a deep understanding of business fundamentals within the current economic context as well as the knowledge and skills required to launch or expand an early-stage business into a constantly growing and sustainable venture. Students who do not meet minimum achievement requirements will not be eligible for graduation. They will have an option to continue their studies and complete missed tests and/or exams and present their project in the framework of the following year.

#### Credential Recognition

YEDI has partnerships with academic institutions around the world and will work towards signing further credit transfer agreements with Canadian universities. Not all credits will be recognized as some of the courses are very specific to this program and would not be obtained from any other academic institution.

### **Section 4: Program Content**

#### Core Courses

Core courses in the MBA program explore crucial skills for business professionals including accounting, economics, business strategy, and finance. Soft skills such as leadership and communication are also included in this category. Regardless of the student's focus, they are required to satisfy a set number of core credits in key concepts designed to benefit entrepreneurs and managers of SMEs.

#### Elective/Concentration Courses

Elective and concentration courses will vary from one person to the next and largely depend on a student's area of interest. These types of courses provide in-depth study in a focused area of business administration to prepare students for managing their particular ventures. Common concentrations will include such key areas as entrepreneurship, finance, and information technology management. Students will be offered the elective courses which are most relevant to their venture, including those related to the technology-based businesses, social-oriented organizations, export-oriented companies, etc. The selection of non-core courses will also be determined based on the positions and responsibilities of the students in their ventures, such as strategic planning, financial management, operations, marketing and sales, export operations and general management.

#### Capstone

The capstone, or final project, is crucial to the process of earning the MBA. The final project, which is a prerequisite to successful graduate from the program, will be the submission and presentation of a compelling business plan for a specific project or venture selected at the

beginning of the program. This will be an examination of the student's attainments during the program, especially as it relates to learning key concepts of entrepreneurship in today's business context as well as obtaining major skills required to manage a sustainable and growing company.

## Course Structure

The course structure is presented in the following tables.

Since the YEDI MBA program is relatively short in terms of its timeframe, it will offer students all core courses in the first semester (see the Table 4). Core courses are prerequisites for the elective courses which the students select for the second semester. During the first semester students acquire fundamentals of entrepreneurship, marketing, financing and entrepreneurial management. In the second semester, they will use this knowledge as a platform for learning the skills needed to manage their real-world ventures. The program duration totals 464 hours of sessions, 252 hours of them will be dedicated to the core courses, and the balance – 212 hours - will be allocated to elective courses and practice.

## Courses

Semester	Course Title	Course Semester Hours	Course Prerequisites and Co-requisites	Instructor's Highest Qualification Earned and Discipline of Study
<b>Core Courses</b>				
Semester 1	Fundamentals of Entrepreneurship - S1	32	Not applicable	PhD (Economics)
	Business Model - S2	24	Fundamentals of Entrepreneurship - S1	PhD (Economics)
	Management of SMEs - O1	40	Fundamentals of Entrepreneurship - S1	PhD (Economics)
	Business Law - C2	24	Not applicable	Juris Doctor
	Marketing Management - M1	40	Not applicable	PhD (Economics)
	Value Proposition Creation - M2	20	Marketing Management - M1	PhD (Economics)
	Sales Strategy - M3	24	Marketing Management - M1	PhD (Economics)
	Financial Management Fundamentals - F1	48	Not applicable	PhD (Economics)
	<b>Total</b>	<b>252</b>		
<b>Elective (Non-Core) Courses</b>				
Semester 2	Innovation and Design Thinking - S3	24	Fundamentals of Entrepreneurship - S1	PhD (Industrial Design)
	Social Entrepreneurship - S4	12	Fundamentals of Entrepreneurship - S1	PhD (Economics)
	Innovative Management - O3	12	Management of SMEs - O1	PhD (Computer Science)
	Management of NPO and Charitable Organization - O4	16	Management of SMEs - O1	PhD (Economics)
	Abroad Practice (Tutorial Sessions, Presentation) -O5	32	Marketing Management - M1	Mentor
	Marketing and Sales in Not-for-Profit Sector- M4	12	Marketing Management - M1	PhD (Economics)
	Business Communication and Negotiations - M5	24	Sales Strategy - M3	PhD (Psychology)
	Raising Private Investments - F3	24	Financial Management Fundamentals - F1	PhD (Economics)
	Financial Management in Not-for-Profit Sector (F3)	16	Financial Management Fundamentals - F1	PhD (Economics)
	Financial Accounting (F4)	20	Financial Management Fundamentals- F1	PhD (Finance)
	Corporate Finance (F5)	20	Financial Management Fundamentals- F1	PhD (Economics)
	<b>Total</b>	<b>212</b>		



## Learning Modules

### York Entrepreneurship Development Institute (YEDI) Course Curriculum: Learning Modules

Strategic Planning - S	Hours	Semester	Credits	
Fundamentals of Entrepreneurship (S1)	32	1	4	C
Business Model (S2)	24	1	3	C
Innovation and Design Thinking (S3)	24	2	3	E
Social Entrepreneurship (S4)	12	2	1.5	E
<b>Total hours, incl.</b>	<b>92</b>		<b>11.5</b>	
- Semester 1	56		7	
- Semester 2	36		4.5	

Marketing and Sales - M	Hours	Semester	Credits	
Marketing Management (M1)	40	1	5	C
Virtual Proposition Creation (M2)	20	1	2.5	C
Sales Strategy (M3)	24	1	3	C
Marketing and Sales in Not-for-Profit Sector (M4)	12	2	1.5	E
Business Communication and Negotiations (M5)	24	2	3	E
<b>Total hours, incl.</b>	<b>120</b>		<b>15</b>	
- Semester 1	84		10.5	
- Semester 2	36		4.5	

Financial Planning - F	Hours	Semester	Credits	
Financial Management Fundamentals (F1)	48	1	6	C
Raising Private Investments (F2)	24	2	3	E
Financial Management in Not-for-Profit Sector (F3)	16	2	2	E
Financial Accounting (F4)	20	2	2.5	E
Corporate Finance (F5)	20	2	2.5	E
<b>Total Hours, incl.</b>	<b>128</b>		<b>16</b>	
- Semester 1	48		6	
- Semester 2	80		10	

Management and Operations - O	Hours	Semester	Credits	
Management of SMEs (O1)	40	1	5	C
Business Law (O2)	24	1	3	C
Innovative Management (O3)	12	2	1.5	E
Management of NPC and Charitable Organisation (O4)	16	2	2	E
Abroad Practice (Tutorial Sessions, Presentation) (O5)	32	2	4	E
<b>Total Hours</b>	<b>124</b>		<b>15.5</b>	
- Semester 1	64		8	
- Semester 2	60		7.5	

C - Core Course

E - Elective (Non-Core Course)

<b>Total Academic Hours, incl.</b>	<b>464</b>
- Semester 1	252
- Semester 2	212

	Hours	Credits	
Core Courses - academic hours	252	31.5	54%
Elective Courses - academic hours	212	26.5	46%

<b>Total number of credits</b>	<b>58.0</b>
- Semester 1	31.5
- Semester 2	26.5

## Work Placements

Since the students are entrepreneurs, they will be looking for a market opportunity instead of searching for a job.

### Student's Role in Securing Work Placements

YEDI has created an ecosystem designed for supporting entrepreneurs, including mentorship, office space and venture capital fund. The students of the YEDI MBA course will be able to get support from YEDI after graduation. That opportunity facilitates business growth, hence creating well-paid jobs, including those for entrepreneurs.

## **Section 5: Program Delivery**

The structure of each learning module is presented above. More complicated courses require more classroom session hours. Some sessions will be offered online, allowing students to work in the comfort of their own home and avoid commute time that is required for in-person class attendance. This will create additional convenience for students who continue their work on real projects while studying.

The program will be delivered using various types of teaching methods, including:

- Lectures
- Seminars
- Coaching Sessions
- Individual Assignments
- Team Projects and Group Assignments
- Presentations
- Round Tables

### **Lecture**

Lectures will be delivered by instructors in the course of four academic hours. A significant portion of lectures will be allocated to group discussions, exchange of student experiences and opinions, exercises, and other interactive components allowing in-depth comprehension of the subject matter. Teachers will be instructed to use video and audio files, slides and computer equipment in the lecturing process.

Students will be asked to provide evaluation of teacher performance after each lecture and provide their suggestions on how to improve in the future.

### **Seminar**

A seminar is a practical session which will be offered to students as a tool to understand the lecture materials better and deeper. Specifically, during the seminar teachers will answer students' questions, elaborate on some complicated issues, and initiate group discussions. Subject matter experts will be invited to some seminars to share their experience with students.

### **Coaching Session**

A coaching session will be delivered in the form of a one-on-one discussion. Each student will be offered mentorship through meetings with an instructor to get his/her recommendations on how to improve the reviewed sections of the business plan, discuss the business model and financial projection, as well as determine the best way to present the venture to prospective partners and investors.

### **Individual Assignment**

Depending on the complexity and importance of some topics, the students will be requested to do homework and present the outcome to teachers and classmates. The work will be subject to review and comments as well as group discussions.

## Team Project and Group Assignment

When topics require students to demonstrate leadership and creativity in finding relevant solutions for the management of their company, instructors will assign a team project for a group of students. The developed case will be reviewed by the instructor and discussed by group members. This type of study will cultivate the ability to work in team environments, listen to peers, and collaborate while defining a right strategy or solution for a specific problem.

## Presentations

Students will be required to present the results of their work within specific topics and deliver the presentation of their case at the final session before the course graduation. Along with a clear demonstration of deep understanding of the course material, students will be able to gain skills and experience in pitching business cases not only in terms of content, but also proper body language and communication skills. The curriculum includes a special course designed to teach students how to efficiently articulate their business case and distinctly convey messages and statements.

## Round Tables

Students will be offered an opportunity to participate in round tables. Subject matter experts, experienced entrepreneurs and faculty members will be invited to participate in the round tables to share their experiences with students. They will offer their opinion and perspective on specific business and technological issues.

The combination of various types of learning settings will contribute to a better comprehension and implementation of concepts and theoretical components that are learned throughout the duration of the program.

Study achievements will be assessed through exams and tests, which must be passed. Specifically, students will present their achievements within each of the key learning modules, i.e. Strategic Planning, Marketing and Sales, Financial Planning. To pass the final exam, students must submit and present a compelling business plan designed for their venture, which also includes a financial projection, executive summary, business model canvas and a presentation deck. Through the final examination, students will demonstrate a thorough knowledge of the fundamental and practical curriculum as well as the ability to implement the acquired knowledge and skills to real life.

## YEDI MBA Learning Modules

Strategic Planning	Hours	Type of Session
<b>Fundamentals of Entrepreneurship - S1:</b>	32	
- Visioning and Environmental Scanning - S11	4	Lecture
- Strategic Planning in Early-Stage Company - S12	4	Lecture
- Market Opportunity - S13	8	Case Study, Presentation
- Global Context for Early-Stage Businesses - S14	12	Lecture, Seminar, Round table
- Business Planning Process and Outcome - S15	4	Lecture
<b>Business Model - S2:</b>	24	
- Determination of Business Model - S21	4	Lecture
- Evolution of Business Model - S22	4	Seminar
- Definition of Proper Business Model - S23	16	Individual Assignment, Coach Session
<b>Innovation and Design Thinking - S3:</b>	24	
- Disruptive and Incremental Innovations - S31	4	Lecture
- Market Testing	4	Seminar
- Creativity & Innovation as Resources for Growth - S32	8	Case Studies, Tutorial Session
- Entrepreneurship and Innovations (key areas) - S33	8	Individual Assignment
<b>Social Entrepreneurship - S4:</b>	12	
- Social Enterprise	4	Lecture
- Not-for-Profit and Charity	4	Lecture
- Strategic Management in Not-for-Profit Sector - S41	4	Individual Assignment, Group Discussions
<b>Strategy for Venture Growth (Students' Real Projects)</b>		<b>Essay, Module Exam</b>
<b>Total</b>	<b>92</b>	

Marketing and Sales	Hours	Type of Session
<b>Marketing Management - M1:</b>	40	
- Marketing Management Theory - M11	8	Lectures
- Marketing Management in Early-Stage Company - M12	4	Seminar
- Marketing Management in Global Context - M13	12	Team Project, Group Assignment
- Marketing Strategy for Innovations - M14	4	Lecture
- Product/Market Fit - M15	8	Individual Assignment, Coaching Session
- Brand management - M16	4	Lecture
<b>Value Proposition Creation - M2:</b>	20	
- Market Research - M21	4	Lecture
- Target Market - M22	8	Team Project, Group Assignment
- Market Validation - M23	4	Seminar
- Unique Selling Proposition - M24	4	Individual Assignment, Presentation
<b>Sales Strategy - M3:</b>	24	
- Customer Relation Management - M31	4	Lecture
- Promotion Strategy - M32	4	Lecture
- On-line Sales - M33	4	Seminar
- Distribution Channel - M34	8	Individual Assignment, Coaching Session
- Pricing Model - M35	4	Seminar
<b>Marketing and Sales in Not-for-Profit Sector - M4:</b>	12	
- Marketing Strategy in Not-For-Profit Organization - M41	8	Lecture, Individual Assignment
- Target Markets for Not-for-Profit Organization - M42	4	Seminar
<b>Business Communication and Negotiations - M5:</b>	24	
- Business Communication - M51	8	Lectures
- Negotiation Strategy	4	Seminar
- York Entrepreneurship Development Institute	12	Lecture, Presentation
<b>Marketing Strategy for Students' Venture</b>		<b>Essay, Presentation</b>
<b>Program Review Application</b>	<b>120</b>	

## YEDI MBA Learning Modules

Financial Planning	Hours	Type of Session
<b>Financial Management Fundamentals - F1:</b>	<b>48</b>	
- Financial Analysis and Reporting - F11	12	Lectures, Seminar
- Financial Planning: Objectives, Process and Outcome - F12	16	Lectures, Individual Assignment, Coaching Session
- Sources of Financing Available for SMEs - F13	8	Lecture, Seminar
- Financial Management on International Arena - F14	4	Lecture
- Cash Flow Management - F15	8	Lecture, Seminar
<b>Raising Private Investments - F2:</b>	<b>24</b>	
- Market Valuation Theory and Techniques - F21	8	Lecture, Team Project (Group Assignment)
- Return on Investment - F22	10	Seminar, Individual Assignment, Coaching Session
- Types of Investment - F23	4	Lecture
- Due Diligence - F24	2	Seminar, Individual Assignment, Coaching Session
<b>Financial Management in Not-for-Profit Sector - F3:</b>	<b>16</b>	
- Sources of Funding in Not-for-profit Sector - F31	4	Lecture
- Financial Planning in Not-For-Profit Organizations - F32	8	Individual Assignment, Coaching Session
- Fundraising Campaign Planning and Analysis - F33	4	Seminar
<b>Financial Accounting - F4:</b>	<b>20</b>	
- Accounting Principles - F41	12	Lectures, Seminar
- Managerial Tax Planning - F42	8	Lecture, Team Project (Group Assignment)
<b>Corporate Finance - F5:</b>	<b>20</b>	
- Capital Budgeting - F51	8	Lecture, Seminar
- Cost of Capital - F52	6	Individual Assignment, Coaching Session
- Capital Market - F53	6	Lecture, Seminar
<b>Financial Planning and Analysis for Students' Venture</b>		<b>Financial Projection for Students' Ventures</b>
<b>Total</b>	<b>128</b>	

Management and Operations	Hours	Type of Session
<b>Management of SMEs - O1:</b>	<b>40</b>	
- Managing Venture Growth and Transition - O11	8	Lecture, Team Project, Coaching Session
- Stakeholder Management - O12	4	Lecture
- Corporate Structure at Early Stage Company - O13	8	Lecture, Individual Assignment, Coaching
- Organizational Structure of SME-O14	4	Lecture, Individual Assignment, Coaching
- Operational Management - O15	4	Lecture
- Talent Hiring and Management - O16	4	Seminar
- Entrepreneurial Leadership - O17	4	Round Table
- Presentation Skills - O18	4	Coaching Session
<b>Business Law - O2:</b>	<b>24</b>	
- Business Legal Forms - O21	4	Lecture
- Main Legal Documents at Early-Stage Company - O22	8	Lecture, Seminar
- Shareholder Agreement - O23	8	Lecture, Team Project, Coaching Session
- IP Protection - O24	4	Lecture
<b>Innovative Management - O3:</b>	<b>12</b>	
- Big Data for Management Decision Making Process - O31	6	Lecture, Seminar
- AI and Machine Learning for Business Management Process -O32	6	Lecture, Seminar
<b>Management of Not-for-Profit and Charitable Organizations - O4:</b>	<b>16</b>	
- Organizational Structure of Not-for-Profit Organization -O41	8	Lecture, Seminar
- Operational management of Not-for-Profit Organization - O42	4	Seminar
- Relationship with Donors and Sponsors - O43	8	Lecture, Individual Assignment
<b>Abroad Practice - O5:</b>	<b>32</b>	
- Partnership Management -O51	8	Lecture, Coaching session
- Managing International Operations - O52	24	Lectures, Individual Assignment, Presentation
<b>Business Plan for Students' Ventures</b>		<b>Presentation of Business Plan</b>
<b>Total</b>	<b>124</b>	

## **Section 6: Capacity to Deliver**

### Faculty members

Current YEDI faculty members will be engaged in teaching at the MBA program. YEDI has a number of Ph.D. (Econ) and other higher degree holders who have extensive experience in teaching within the university environment. Their credentials and teaching specialities are presented in the below table. YEDI's and SEEC's faculty members will be invited to deliver lectures based on their academic concentration and fields of interest.

Classroom and coaching sessions are delivered by YEDI's and Schulich Executive Education Centre's instructors, as well as visiting entrepreneurs, investors and subject-matter experts. Most are holders of Ph.D. and Master degrees. Mentorship is provided by a pool of seasoned entrepreneurs and experienced managers of businesses operating within various industries and sectors.

YEDI's full-time core faculty includes the following three experienced teachers:

#### **Prof. Marat Ressin, Ph.D.**

Faculty member at YEDI and SEEC (Faculty for General Management and Faculty for Innovation and Entrepreneurship)

Head of Academic Department, Professor at Plekhanov Russian University of Economics (Academic Department of Global Finance and Small Business Development by York Entrepreneurship Development Institute (Canada))

Academic concentration:

- Visioning and Environmental scanning
- Market Testing and Go-To-Market Strategy
- Business Model Canvas
- Operations of SMEs

Marat Ressin has led a 20-plus-year career as an internationally successful entrepreneur in business and real estate development. After completing his PhD in Economics with a specialization in "small business crisis management," Ressin gained extensive expertise in growing small businesses that attract investment and has successfully reinvented and rehabilitated more than 30 businesses from a variety of industries. In 2013 Ressin became the first President of the York Entrepreneurship Development Institute (YEDI), a charitable university-linked accelerator whose mission is to provide top-tier, free business education and mentorship to innovative entrepreneurs from any sector or industry. YEDI's goal is to build and accelerate successful businesses, and efficient not-for-profit organizations. In 2015, YEDI was ranked as the number one University Linked Accelerator in Ontario and the top three in North America.

"As president of one of York's most ground-breaking institutes, Dr. Ressin's expertise in the development of small businesses and non-profit organizations make him uniquely qualified to guide our student entrepreneurs to success."- Mamdouh Shoukri, president and vice-chancellor York University

**Prof. Oleg Amurjuev, Ph.D.**

Faculty member at YEDI and SEEC (Faculty for General Management and Faculty for Innovation and Entrepreneurship).

Professor at Plekhanov Russian University of Economics (Academic Department of Global Finance and Small Business Development by York Entrepreneurship Development Institute (Canada))

Academic concentration:

- Business and Strategic Planning and Modelling
- Financial Planning: Process and Outcome
- Methodology for SMEs' Market Valuation
- Stakeholder Management

Oleg is a program director, business adviser and instructor at the York Entrepreneurship Development Institute and the founder/owners of a management consulting business – AOCS.

He has a background and wide experience in senior management within the high-tech industry (computer hardware and software), management consulting, teaching and mentoring. His personal mission is to make entrepreneurs and managers of start-up and early-stage companies knowledgeable about the most efficient processes for turning an idea into a successful business; be it development of the commercialization strategy, corporate structure creation, or raising venture capital. He is a part-time instructor and facilitator at the Schulich Executive Education Centre focusing on entrepreneurship, corporate governance, business modelling, financial planning and technology commercialization. Oleg is a welcomed speaker at a number of international forums and conferences, as well as an author or co-author of eight books and more than 100 articles.

**Richard Phillips, B.A.**

Faculty member at YEDI and SEEC (Faculty for Communication and Faculty for Innovation and Entrepreneurship)

Instructor at Plekhanov Russian University of Economics (Academic Department of Global Finance and Small Business Development by York Entrepreneurship Development Institute (Canada))

Academic Concentration:

- Networking and Pitching Skills
- Business Communications
- Customer Relations Management

Richard Phillips became Canada's first Communication Coach in 2006, based on his formal education in Sociology & Psychology, his innate understanding of human behaviour, and his many years of teaching. He is a certified coach and NLP (Neuro-Linguistic Programming) practitioner. In 2007, Richard founded 3V Communications – a company that takes a holistic approach to customized business communication skills coaching and training. He is the author of several books and articles, and a frequent conference speaker, including TEDx. He is also

the Executive Director of the Nat'l Communication Coach Association of Canada. Richard is an expert in communications, public speaking techniques, and body language analysis, frequently called upon by the media to provide pundit opinion and advice on businesspeople, politicians and celebrities.

The following teachers are also involved in YEDI's courses and programs as instructors and facilitators:

**Prof. Alan Middleton, Ph.D.**

Faculty member at SEEC – Faculty for General Management and Marketing

Executive director, Schulich Executive Education Centre (SEEC) and professor of marketing in the Schulich School of Business at York University. BSc (London, UK); MBA & PhD (Schulich)

After a stellar 25-year career as a marketing practitioner with Esso Petroleum, UOP Inc. then rising to the position of executive vice-president and board of directors member of J. Walter Thompson (JWT) worldwide and president/CEO of JWT Japan, Alan left to complete his PhD at the Schulich School of Business at York University, where he is currently on the faculty. He has also taught at Rutgers Graduate School of Business in the US and at business schools in Argentina, China, Russia and Thailand. In September 2001 he took over as executive director of the Schulich Executive Education Centre (SEEC), which trains more than 16,000 managers and executives domestically and internationally.

Alan co-wrote the books Advertising Works II and Ikonica – A Fieldguide to Canada's Brandscape, and published papers for the ACA/ICA on Marketing Communications ROI, Client-Agency compensation strategies and Client-Agency Relations. He is a co-founder of the 'Cassie' advertising awards, is a member of the Academic Committee of Leger Marketing and was inducted into the Canadian Marketing Hall of Legends in the mentor category in 2005.

**Mark Bowden, B.A.**

Faculty member at YEDI and SEEC – Faculty for Communication

Mark is a leader in both European and North American training, with a solid track record of lecturing regularly at the UK's top universities including Oxford and Cambridge, and academies, including the Royal Academy of Dramatic Art (RADA). A highly distinguished and internationally awarded performer himself, Mark has a diverse and rich training and performance background with some of the world's most noted communicators.

Mark is the creator of a totally unique model of training for public speakers, The Gesture-Plane System™. This system encompasses the world's fastest and most practical techniques for confident and influential presentation, used now by top business, political and entertainment performers across the globe.

**Wissam AlHussaini, Ph.D.**

Faculty member at SEEC – Faculty for General Management and Faculty Strategic Leadership

Wissam holds a PhD in Strategic management and is a winner of the "Excellence in Teaching" award. Over the years, Wissam has designed and delivered numerous training programs for major companies all over the world, including the United Nations, Koodo-Mastercom, Chevron-Philips, and MasterCard, among others. He currently teaches leadership and strategy at the Schulich School of Business in key graduate programs. In 2016 he received the prestigious "Excellence in Teaching" award at the American University of Beirut for his impact and

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inspiration on the executive, graduate and undergraduate students. Wissam is a founding member and vice-president of strategy for the Canadian Business Strategy Association (CSBA) which aims to provide a knowledge portal for Canadian business strategists.

### **Sanjay J. Dhebar, MBA**

Faculty member at YEDI and SEEC – Faculty for General Management and Faculty for Marketing

Sanjay Dehbar enjoyed an exciting and varied career as a senior leader in the healthcare and consumer package goods industry for 15 years. Specifically, he mastered business development as well as marketing and sales leadership while working for national and global companies and their brands.

Sanjay is a highly rated faculty member with the Schulich Executive Education Centre, York University for the past decade. He coaches and develops senior leaders in organizations including Four Seasons Hotel, Roche, TD Bank, NN Group, Mercedes Benz, Samsung, Teva, Four Seasons and Sick Kids Foundation. He uses the ‘case study’ methodology in his teachings drawing on best practice approaches across sectors. Sanjay has developed a respected process and practical approach called “The Business Workout”, which enables business leaders achieve better performance and success. Recently he published his book Tool Box for Performance Driven Leaders to compliment his keynotes on this topic.

Sanjay is an adjunct faculty member in the Schulich School of Business at York University and the University of Salzburg Business School in Austria. Sanjay’s teaching focus includes sales/marketing, strategy and government and builds on his decade-long international teaching experience and his expertise in developing cutting-edge experiential curriculum design.

Sanjay holds an Honours BA in Public Policy from Ryerson University and an MBA in Marketing from the University of Leicester, UK.

### **Andre Serero, MBA**

Faculty member at YEDI and SEEC – Faculty for General Management and Strategic Leadership

Andre Serero is an expert in strategic leadership, organizational design and talent management. He also teaches at the Ted Rogers School of Management and previously served as executive vice-president of CTVglobemedia Inc., providing strategic counsel to the CEO and senior executive team.

### **Jessica Langer, Ph.D.**

Faculty member at YEDI and SEEC – Faculty for Marketing

Jessica Langer is a PhD-educated veteran marketer and a social media obsessive since the days of Prodigy and 1200 BPS modems. In 2011 she founded ideas in flight, a social media and digital marketing consultancy that specializes in strategy, training and implementation for small- and medium-sized organizations. She currently teaches an MBA course in social media for marketing and business management at the Schulich School of Business at York University. She also does some academic research in digital and social media that bridges the humanities and business, specifically marketing. In particular, she is doing some work in consumer culture theory with Professor Robert Kozinets at York University.

## **Martin Croteau, Ph.D.**

Former director of Ontario Centre of Excellence.

Subject-matter experts, experienced entrepreneurs and business managers are invited to participate in round tables and seminars organized within YEDI's courses and programs.

For the CVs of all faculty and instructors, please refer to Section 11.

### **YEDI's ACADEMIC JOURNAL**

In 2018, YEDI registered an academic journal called "Problem as Inspiration: A Journal of the York Entrepreneurship Development Institute".

Problem as Inspiration (ISSN 2371-3216) aims to provide a scholarly forum for sharing engaging and applicable theories, interpretations, systems, tools, and structures of entrepreneurship in both the for-profit and not-for-profit fields. The goal of this journal is to contribute to multiple academic fields and widen the knowledge base available to entrepreneurs of all sectors, in order to support sustainable economic growth in a range of industries.

This multi-disciplinary journal welcomes submissions from a wide range of fields: economics, management and marketing; financing and accounting; information technology; sociology and psychology; public policy and law; anthropology, history, or geography; and international development and sustainability. Submissions from other contexts are also welcomed.

The topics explored in the journal include:

- Entrepreneurial leadership
- Visioning, ideation, and inspiration
- Innovation, creativity, and motivation
- Business modelling and structuring
- Marketing and sales strategies; branding
- Financial planning
- Organizational structure
- Business communications
- Teambuilding and relationships; work environment and creative climate
- Solving societal problems with innovative ventures

Currently YEDI is developing the structure and policy of the journal, as well as assembling the Editorial Board.

### **Designation For Start-Up Visa Program**

YEDI was designated by the Government of Canada, among other business incubators and VCs, to support foreign entrepreneurs in setting up businesses and creating jobs in Canada. The designation is a recognition of YEDI's experience and expertise in assessing venture market opportunities, viability and sustainability.

## Technical Facilities

YEDI has two technical facilities that will be used to deliver the proposed MBA in Entrepreneurship program:

- YEDI Business Acceleration Campus (Toronto): located at 907 Alness Street, it is a facility currently zoned for University usage with a total area of 80,000 sq. ft. This includes a learning centre with an equipped lecture hall, classrooms, numerous offices adapted to start-up and early-stage businesses.
- YEDI Business Acceleration Campus (Vaughan): YEDI operates an additional 50,000 sq. ft facility located at 7250 Keele Street (second floor) which includes offices, conference rooms, classrooms, and a co-working space.

## New Degree Program Enrolment Table

Proposed Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5	Annual Ongoing
Total headcount (HC)	50	100	100	100	100	100
First Semester	50	100	100	100	100	
Second Semester	50	100	100	100	100	
Anticipated No of Graduates	50	100	100	100	100	100

The number of enrolled students will make up 100 entrepreneurs who have to complete all core and non-core courses during the duration of two semesters. Thus, 100 students will graduate every year.

### Section 7: Credential Recognition

Most of the existing and well-known MBA programs in Canada are designed for holders of BBA and other university degrees, looking for new opportunities in career advancement and taking higher management positions within established organizations and corporations. Continuous and radical changes in technology and processes of management and operations compel founders and managers of start-ups and early-stage companies to learn and be equipped with new knowledge, skillsets and tools. To succeed in today's fast-changing business environment, the entrepreneur has to understand the new venture management and leadership concepts, as well as new management and marketing tools based on big data processing, AI and machine learning engines to be competitive in the marketplace.

Unlike other MBA programs available in Ontario, YEDI is developing the syllabus and course framework which is specifically designed for founders/owners and managers of start-up and early-stage businesses. The problems and management concepts related to this sector of the national economy are different than ones of established public and private companies, banks and big institutions. The SMEs are more responsive to changes happening in the economy; they are adaptive not only to technological innovations but new approaches for management, marketing and financing, arising across the globe.

Therefore, it is critically important for entrepreneurs to gain knowledge of the newest tendencies in innovation and socially-oriented business. Hence, the curriculum and program framework will be calibrated relatively often to reflect changes in the market context. As well, the teaching methodology and practice will be adjusted accordingly. YEDI's MBA program will be very responsive and flexible compared to more established and traditional MBA programs.

In today's business environment, entrepreneurs must be equipped with constantly changing knowledge and tools in all aspects of doing business and management. This includes business modelling, marketing and financing. This is in contrast to more traditional MBA programs, where objectives focus on specific areas of management within which graduating students plan to

continue their careers. YEDI's curriculum will be inclusive, although there will be extra offerings for management concepts in areas such as the implementation of the latest achievements in AI, big data and blockchain technology.

#### Evidence of Student Demand in the Program

YEDI's training programs reveal a strong need for knowledge of core concepts in doing business in a rapidly changing environment. This need is more manifest in connection to entrepreneurs who have a technical background and those who hold bachelor degrees outside of business administration.

To be successful in today's marketplace, an entrepreneur must be capable of analyzing the economic context, recognizing a social and technological problem, identifying a market opportunity, conceptualizing a strategy for a solution and setting up a business venture. Negotiations with potential private and institutional investors require deep comprehension of such tools as business valuation, return on investments, exit strategy. It is impossible, for example, to understand the concept of an Initial Public Offering without being familiar with the basic concepts and theories of the stock market.

Easy accessibility of information and determinations of key business aspects such as business models, value propositions, target markets and others, is changing the notion of required academic study. The general aim of YEDI's MBA program is to equip students with instruments and a skillset required for the successful management of an early stage venture rather than the delivery of basic definitions and knowledge. YEDI will gear the MBA program to giving entrepreneurs the necessary tools for critical thinking, analyzing and defining an optimal way of searching for solutions for existing and future problems, combined with establishing operational profitability.

Evidence of labour market demand for the program and information about current or anticipated employment opportunities for graduates

The following statistical data shows the scope of entrepreneurship in Canada:

- On average, 150,000 new small businesses are created in Canada each year, but only 51% of new businesses survive five years.
- 98% of businesses in Canada with employees have fewer than 100 of them, 55% have fewer than five employees and 75% of all businesses in Canada have fewer than 10 employees.
- Entrepreneurship is the number one choice for Canadians who want more out of their careers. One third of Canadians (32%) like the idea of being their own boss, and one fifth (20%) want to start their own business within five years.
- Small businesses account for 77% of all private jobs created in Canada.

Source: <http://canadianentrepreneurtraining.com/six-statistics-about-small-business-and-entrepreneurship-in-canada/>

SMEs are a key force in the Canadian economy. Entrepreneurs are employing themselves and creating jobs for others. Society needs more entrepreneurs, especially those who are capable to initiate, scale up a business and bring it to the global stage. Thus, the YEDI MBA course will be instrumental in educating powerful and knowledgeable entrepreneurs.

YEDI ensures that students' human rights are respected and that they are encouraged to pursue their education according to the principles of academic freedom.

YEDI will ensure a strong compliance with the Student Protection Act enacted in Ontario.

YEDI's policies and procedures meet the Student Protection benchmarks as published in the Handbook for Public Organizations:

- a) Public reports, materials, and advertising are produced in a manner that ensures full transparency and disclosure, with special attention to accuracy and truthfulness.
- b) Key information, including YEDI's organizational structure, full details of the program, biographies of all faculty members, and all other relevant information, will be updated and available at all times to students and the public at large.
- c) YEDI follows ethical business practices and is committed to fully protecting student and consumer interests, including but not restricted to the areas of student recruitment, resolution of students appeals, grievances, etc., security and confidentiality of students' records, tuition procedures and refunds, and student dismissal and withdrawal policies.
- d) YEDI ensures that all students are aware of the organization's policies in relation to student life.
- e) YEDI ensures that all students, upon enrollment and throughout their studies, are fully aware of the technological requirements and expectations of its programs. They are also informed of any extra necessary knowledge, cost and protections that are associated with the use of technology in learning.

## **Section 8: Regulation and Accreditation**

N/A

## **Section 9: Nomenclature**

When YEDI launched, there were no incubators in York Region and we strategically formed partnerships to be the first and to serve the entrepreneurship ecosystem in the Region. Given York Region's many unique opportunities for entrepreneurs such as increased Gov support, regional focus on manufacturing and more preferable rental rates on commercial space (vs downtown core). The YEDI founders felt it would be the ideal place to launch and therefore placed a heavy focus on York in the name of the organization. Later, strong partnerships were also established with York university.

- Entrepreneurship because we are all about training entrepreneurs, and are connected to the world (eco-system) of entrepreneurship;
- Development because we develop our students, partners and projects; and
- Institute because we are an educational institute first, and all of our programs have a strong academic core. It has been our mission since day 1 to become an accredited diploma granting institute.

## **Section 10: Program Evaluation**

Evaluation of the program will be carried out on a continuous basis. The most important evaluation of sessions, teaching materials and approaches is to be done by students. After each session, students will be provided with an evaluation form consisting of questions addressing all key components of the session, including content, its consistency with the agenda, interactivity, etc.

YEDI will create an Evaluation Committee that will consider the ultimate results of the MBA program. Independent experts and experienced university teachers will be invited to join the Committee in order to ensure an unbiased attitude towards the evaluation process and faculty staff. Based on their discussions and evaluations, the Committee will generate recommendations for the use of course management and instructors. The implementation of those recommendations will consistently improve the quality of teaching and the materials. Furthermore, it will align them with YEDI's objectives and government requirements.