Boston University
GRADUATE DIPLOMA IN
ENTREPRENEURIAL MANAGEMENT

entrepreneurship

BOSTON UNIVERSITY
SCHOOL of Management
A Message from the Dean

Dear Prospective Student:
Thank you for considering Boston University and its exciting professional programs for international students. I am pleased to announce the collaboration between Boston University School of Management's Executive Education Programs and the Entrepreneurial Management Institute in the development of this Graduate Diploma in Entrepreneurial Management.

Gaining experience in the field of entrepreneurship would be impossible without the guidance of those who have achieved success in entrepreneurial ventures. To meet this need, our program provides expertise from our prestigious Entrepreneurial Management Institute faculty. We pair this classroom study with first-hand exposure to the role of leadership in business by integrating the knowledge and acumen of local venture capitalists and business-owners.

We also recognize the importance of gaining essential knowledge of crucial business functions—strategy and execution, accounting, finance, and business planning—and have shaped our innovative curricula accordingly. To succeed in these programs, you will need an excellent command of the English language, strong analytical skills, and the self-discipline expected for graduate study at a major research university. In return, we guarantee you an unsurpassed educational experience.

The School of Management is housed in a world-class facility in the heart of Boston, a city renowned for its thriving entrepreneurial culture. Our faculty is made up of gifted scholars whose research impacts the practice of management. They are dedicated teachers who strive to help you meet your full potential and are committed to the mission of educating builders and leaders.

We hope you will join this groundbreaking program and take the first step in achieving your own entrepreneurial success.

Cordially,

Louis E. Lataif, Dean
Boston University School of Management

www.management.bu.edu/exec/eic/diploma
Are Successful Entrepreneurs Born or Made?

**Individuals worldwide have debated this question.** At Boston University’s Entrepreneurial Management Institute we contend that successful entrepreneurs require the “right stuff,” but can be taught to significantly improve their chances for success. We help them do that by examining the experiences and best practices of others while teaching specific skills that entrepreneurs need. Whether you are struggling with moving your family business into the twenty-first century, or would like to start a new enterprise, we can provide you a roadmap to future success.

The Graduate Diploma in Entrepreneurial Management is designed for motivated professionals who want an intensive and specialized graduate credential, tailored to their needs. Students will learn from world-renowned business school faculty and industry experts, as well as experienced professionals from around the world. This accelerated Diploma can be completed in just four months, and offers the opportunity to gain invaluable work experience through Boston University School of Management’s Internship Program. Upon completion of both the Diploma and Internship Programs, students may apply for optional practical training allowing them to work in the U.S. for an additional year.

The Boston area is one of the two leading centers of entrepreneurship in the United States. Through this program, you will have the opportunity to experience that climate and better understand the ingredients that have made that possible.
It has been said that Boston University is the most international university in the world. In the fall of 2005 over 4,558 students from more than 143 countries studied at BU. In addition, over 900 international scholars from more than 71 countries will be teaching or performing research at the University. Throughout the world, our international alumni are leaders in every phase of industry, playing a dynamic role in the global economy. At the same time, Boston University is one of the most entrepreneurial. As one of the nation’s premier research universities, located in the heart of one of the most vibrant centers of technology innovation in the world, Boston University is committed to making its considerable resources available to companies and entrepreneurs with emerging growth opportunities. We boast two business incubators, an “evergreen” venture fund, and a continuum of other resources that we make available to entrepreneurs within and around the University. Boston University is the fourth-largest independent university in the United States with more than 3,000 faculty and 30,000 students. One of the world’s leading academic centers, the University comprises seventeen Schools and Colleges, offering a total of more than 250 degree programs. Diploma students are fully able to take advantage of the rich, intellectual life and tremendous resources of this large university.

Boston University’s campus extends over 131 acres from the historic Back Bay sections of Boston westward along the south bank of the Charles River. From the townhouses of Bay State Road to state-of-the-art laboratories and classrooms, from peaceful parks and esplanades to the city life of Commonwealth Avenue, the University is a dynamic and attractive environment in which students live and study.

Boston: A Center of Education, Business, and Culture

Massachusetts is rich in history, old-world charm, and modern vitality. Boston is the center of what may be America’s most vibrant combination of educational, cultural, financial, high technology, and scientific activity. Described by Oliver Wendell Holmes in 1859 as “the thinking center of the continent,” it has long been recognized as America’s academic capital and as one of the world’s greatest cities in which to be a student. Boston is home to more than 60 colleges and universities and welcomes more than 250,000 students each year. The largest city in New England, it is the site of many significant events in American colonial and revolutionary history.
Much of that early flavor remains today in its cobbled streets, its historic landmarks that bring alive Paul Revere’s ride, the Boston Tea Party, and the spirit of President John F. Kennedy.

A historic seaport that grew to prominence in the days of whaling and the China trade, the city maintains a thriving and picturesque waterfront. Boston University is perfectly situated to enjoy both the charm and beauty of the city and its cultural and recreational attractions. The campus stretches along the banks of the Charles River, bringing boating, jogging, and other leisure activities to its doorstep, yet it is only minutes from the downtown theatre, shopping, government, and financial districts. Present-day Boston stands at the center of the corporate world, boasting the highest concentration of high-tech and financial industries in America. It is also home to world-renowned medical and healthcare facilities and a wealth of businesses and organizations. Prominent names such as State Street Bank, Fidelity Investments, Pricewaterhouse Coopers, and Prudential Securities are just a few of the banking and financial firms that make Boston their home. Boston-based marketing, design, and public relations firms such as A-Type Media Group and Tucker Street Associates provide strategic consulting and creative print and Web marketing to a host of industries and businesses, both locally and worldwide. Microsoft, Houghton Mifflin, IBM, and EMC Corporation round out the list of globally recognized companies at the center of Boston’s international business world.
Graduate Diploma in Entrepreneurial Management

Every year, approximately 600,000 new ventures are created in the U.S. and at any given time, as many as 1 in 10 American adults are trying to start a new business. Fewer than one half of these ventures will still be operating after three years. However, studies have shown that there are practices, such as developing and executing a professional business plan, that can significantly increase one's chance for success. Research has also demonstrated that while experience may be a great teacher, the combination of experience and education is unsurpassed in improving the odds for entrepreneurial success.

To meet the needs of the next generation of global entrepreneurs, Boston University’s Entrepreneurial Management Institute (EMI) at the School of Management, provides a unique program. Taught by esteemed EMI faculty, each of whom holds significant entrepreneurial experience, this intense semester-long curriculum is enhanced with case studies and guest lectures and discussions with successful entrepreneurs and venture capitalists.

This combination of resources allows us to offer a program that is both academically and theoretically sound, and one that also incorporates the latest best practices. The program’s location in Boston, one of the world’s leading centers of technology entrepreneurship, allows us to offer an unrivaled experience.

The curriculum covers all of the critical skills that today’s entrepreneur needs for success, such as marketing, finance, management, and strategy. At the same time, each student will work on the creation of a professional business plan for an original new venture concept. During this process, they will have the opportunity to apply their newfound knowledge from the other courses in real time. We have found this combination of classroom experience and application to be very effective in preparing students for entrepreneurial experiences.

International Student Profile
Jonathan Laiter Coen

Home Country: Mexico
Chief Executive Officer, Grupo Tien-Dazs, the Master Franchise of Haagen Dazs in Mexico

“The Diploma Program gave me the tools I need to bring my business to the next level. The faculty helped me to understand how finance, operations, human resource management, marketing, and strategy need to be one comprehensive unit. I’m convinced that this program will have immediate impact on my business and my future ventures.”
Course Descriptions

**Strategy In Startup and Early Stage Companies**

Students will become familiar with the identification and resolution of key strategic issues that face all startups. In particular, the program will focus on:

**Opportunity recognition and analysis:**
We will explore the conception, evaluation and launching of new ideas. How good is my idea? Why does it exist?

**Ways of realizing value:**
Does this idea “want” to be the genesis of a company? What other models might also allow me to bring this idea to fruition?

**How to develop a business model:**
How will the business work? How will it make money? What alternatives do I have?

**Integrating strategy & personal goals:**
Why am I doing this? Does this strategy & model get me there?

**Feasibility analysis:**
Is this a feasible plan? What are the obstacles and critical issues. (4 credits)

**Entrepreneurial Finance I**

This course will deal with sources of capital for early stage companies and the implications of the decisions a company makes to fund its operations. We will also explore issues in the valuation of ventures and how the achievement of milestones can impact that valuation. (4 credits)

**Entrepreneurial Finance II**

This course will explore entrepreneurial finance from an internal entrepreneur’s perspective. We will explore the ways that a successful entrepreneur uses accounting and finance techniques to monitor the success of the enterprise and direct activities. (4 credits)

**Entrepreneurial Marketing**

In today’s business environment, it is critical not only to possess the ability to recognize new opportunities wherever they exist, but to understand the strategies and tools necessary to capitalize on them. This course is designed for students who are interested in exploring the unique marketing strategies required to exploit these opportunities. We focus on issues surrounding companies with high growth potential, yet limited funds. We contrast traditional marketing with entrepreneurial marketing (sometimes called “guerrilla marketing”) employed in these environments. (4 credits)

**Entrepreneurial Management**

This course will explore entrepreneurship from the perspective of the entrepreneur. We will discuss such topics as:

- The essence of entrepreneurship
- Traits and characteristics that tend to emerge among successful entrepreneurs
- Building an effective team, and understanding the key roles and responsibilities and how they change as the organization grows (4 credits)
International Entrepreneurship
This course focuses on international entrepreneurship, covering the development of skills to identify, evaluate, start, and manage ventures that are international in scope. Specific topics will include market entry, forming alliances, managing growth, and cross-border financing in different regions of the world. Support from local governments and the cultural, ethical, legal, and human resource issues facing the entrepreneur will also be discussed. Readings will primarily be in the form of case studies and will be supplemented with outside articles and guest speakers. Team projects addressing current events, international negotiations, and business strategies will be used to integrate the course material. (4 credits)

Business Plans
This course will be a “capstone,” in which we will integrate all of the learning in the program toward the goal of writing an investment quality business plan for a venture idea. At the same time, we will explore the business plan as a process and discuss ways that the process can make a significant difference in the success of a new venture. (4 credits)

Boston University's Entrepreneurial Management Institute
Housed within Boston University's prestigious School of Management, the Entrepreneurial Management Institute (EMI) endeavors to help students and alumni promote and develop their business ideas through a variety of intensely specialized programs and activities. Founded in 1984 through a grant from former dean Henry Morgan to promote research in the field of Entrepreneurship, the EMI brings together Boston University students, faculty, and alumni with partners in Boston's business community to create a dynamic learning environment in which to study and absorb current entrepreneurial best practices.

Peter Russo
Faculty Coordinator

DIRECTOR, ENTREPRENEURIAL MANAGEMENT INSTITUTE
BOSTON UNIVERSITY SCHOOL OF MANAGEMENT

Peter Russo is an Executive-in-Residence who teaches Entrepreneurship and Strategy and is the Director of the Entrepreneurial Management Institute (EMI) at the Boston University School of Management. The EMI is a research institute that functions as a multi-faceted resource for students and alumni who are interested in entrepreneurial endeavors. (http://bu.edu/entrepreneurship) Among the programs and activities that EMI has initiated under Professor Russo's direction are the Bronner Center, Business Plan Boot Camp and the Council for Women's Entrepreneurial Leadership.

Professor Russo teaches courses at the MBA and undergraduate level, directs the activities of the EMI and serves as faculty advisor to the students concentrating in Entrepreneurship at the graduate and undergraduate level.

Prior to joining the faculty at BU, Professor Russo served as the CEO of Data Instruments, a Massachusetts technology company (currently Honeywell Data Instruments). He also serves as advisor and board member for a number of commercial and not-for-profit organizations. He received his MBA degree from Harvard University in 1980 and a BS degree from the Montclair State University in 1974.
Tuition
$12,600 includes tuition, books, and materials. A $40 registration fee is assessed each semester. Participants in the internship program must pay a separate tuition fee. Health insurance is a separate charge and required by Massachusetts law unless waived under University guidelines. For information on current fees or waiver procedures, please visit www.bu.edu/comp/saweb.

Orientation
All students will be required to attend a two-day orientation specifically designed for Diploma students. The orientation will cover a wide range of topics including BU libraries, computer facilities, visa requirements while studying in the U.S., sports and leisure complexes, as well as BU offices that can assist during your study in Boston. Students will also be introduced to the case study method of instruction and other academic matters unique to the American system of education.

Internships
Students who successfully graduate from the Diploma Program have the opportunity to gain valuable industry-related professional experience through our semester-long graduate Internship Program. The internship is typically a full-time (40 hours/week), unpaid position. Depending on the qualifications and experience of the student, the level of responsibility and position may vary. The School of Management works with each student individually to complete a career assessment offering workshops on resume writing, interviewing techniques and long-term job strategies.

All internships require a separate admissions application and the director’s approval. Internships will be four months in length and supervised by a Boston University faculty member. A tuition fee of $2,700, plus a $40 registration fee and health insurance, unless waived, will be assessed to each student participating in the Internship Program.

Optional Practical Training
After completing both the Diploma Program and the Internship Program successfully, students are then eligible for an Optional Practical Training (OPT) visa extension. Through OPT, students will be able to remain in the U.S. and work for up to one year at a salary negotiated with the employer. This is a unique opportunity for students to gain valuable work experience that will be of considerable note to future employers.
**Site Visits**

Site visits are organized to provide a first-hand understanding of the financial, management, and marketing dynamics involved in creating a new venture or developing an existing enterprise. Students meet with venture capital organizations, incubation centers, new businesses, and marketing companies. The list of site visits for new businesses would include biotechnology, pharmaceutical, IT, and services companies. A representative list of companies is as follows:

- Fidelity Investments
- Boston Stock Exchange
- State Street Corporation
- Millennium partners
- EMC
- Genzyme
- Hasbro
- Staples
- Monster.com
- Ritz Carlton
- Photonics Center
- J.P. Licks
- Small Business Administration
- Jurys Hotel

**Housing**

Students may have the opportunity to apply for University graduate apartments. All University housing is assigned on a space available basis. Many students will choose to find apartments on their own or request a home stay experience. Our staff will make every attempt to help students with their housing decisions.

**Visa Information**

Foreign applicants who are currently in the U.S. must submit copies of all current visa documents. Applicants who are accepted for admission will ordinarily be issued the Form-IAP-66/Form-I-20 (needed to secure the F-1/J-1 student visa) directly from Boston University. For additional information concerning passport or visa requirements, foreign applicants should contact us at elc@management.bu.edu.
Study at a world-renowned international university.

Attend classes that blend theory with real-world applications.

Learn from prominent faculty and industry practitioners.

Complete your diploma in just four months of rigorous study.

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