

## COURSES BY LEVEL

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### **COMM 401 Business and Corporate Strategy Units: 3.00**

This course focuses on the functions and responsibilities of top executives in managing the entire enterprise rather than any specific functional area (marketing, finance, accounting etc.). Students will be introduced to the literature in the field of strategic management and will learn various theoretical models and frameworks for effective formulation and implementation of corporate and business level strategies. The major purpose of this course is to enable students to identify various internal and external sources of competitive advantage and to develop strategy that builds on those advantages to create superior value for customers. Students will have an opportunity to apply various analytical tools and techniques to business simulations and case studies drawn from firms competing in a wide range of industries.

**Requirements:** This course is restricted to students enrolled in the 4th year of the Commerce Program.

**Offering Faculty:** School of Business

### **COMM 402 Advanced Topics in Strategy Units: 3.00**

This course builds upon COMM 401 by extending, or addressing in greater depth, themes and topics current in strategy theory and practice. The specific focus of the course may change from year to year depending upon both the interest and expertise of the faculty member and the needs of students. The themes of the course in previous years have ranged broadly, for example, consulting, corporate governance and social enterprise.

NOTE: This course counts as credit towards the Certificate in Social Impact.

**Requirements:** This course is restricted to students enrolled in the 4th year of the Commerce Program.

**Offering Faculty:** School of Business

### **COMM 404 Discovering New Knowledge: Introduction to Research in Business Units: 3.00**

This course is designed to expose undergraduate students to research methods and their applications in business. Students will develop an awareness and understanding of research methodologies used in business including experimental research, qualitative methods, and quantitative analysis. Students will learn of possible career paths as business researchers and have the opportunity to explore the entire spectrum of research-related activities from preparing literature reviews to formulating research questions, designing empirical tests and collecting data, conducting analysis and ensuring robustness. The ethical treatment of participants, inclusive research design, and systematic bias in research will be discussed. The course will culminate with a poster session in which students share their research outcomes. Undergraduate students completing the course will be prepared for an independent reading/project course or to pursue a research graduate degree.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program.

**Offering Faculty:** School of Business

### **COMM 405 New Business Development Units: 3.00**

The focus of this course is to provide students with knowledge, skills, and tools that form the basis required to identify, analyze, plan, and execute a new venture activity. It also provides a depth of understanding of the practical realities of new ventures and growing a small business. This course requires a high degree of self-study as the major project involves the detailed analysis, planning and presentation of a business plan for a new venture proposal. Students are expected and encouraged to use this course to assess and plan actual new venture opportunities that they may seriously consider. Guest speakers, cases and concepts will be utilized to allow the student to better understand the exciting and challenging realities of entrepreneurship and managing new ventures.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.

**Offering Faculty:** School of Business

**COMM 406 Social Impact and Innovation Units: 3.00**

Working for a corporation and having a positive impact on society are not mutually exclusive goals. This course is designed for individuals with an interest in driving innovation and social change within and beyond organizations on a global scale. More specifically we focus on the design and execution of strategies for social innovation - crafting solutions to address today's most critical needs. From needs of small, entrepreneurial ventures and large corporations to those of a local community and even to more widespread issues such as global health, poverty and homelessness, this course is designed to create opportunities to understand the theory and practice of social innovation.

NOTE: This course counts as credit towards the Certificate in Social Impact.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students.

**Offering Faculty:** School of Business

**COMM 407 Critical Perspectives on Business: The Limits of Capitalism Units: 3.00**

Maximized output (is) a sign of poor management - Walter Jolly, Cree hunter, Nemaska, Quebec. This course questions conventional business assumptions about self-regulating markets and the corporations that dominate them. It challenges students to rethink basic assumptions: If it's good for business, is it really good for society? We'll use Karl Polanyi's model of "disembedded" markets and the double movement against them, examining the tensions between markets and society. This provocative course probes critical theory and corporate crime. From opioid dealer Purdue Pharma and the SearsCanada/ESL Investments pension conflict to the Union Carbide/Bhopal and Westray mine deaths. We'll ponder neo-liberalism and drive-thru fast food. What can we learn from indigenous land management? Can capitalism persist within nature's limits?

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program.

**Offering Faculty:** School of Business

**COMM 408 Sustainability Strategies and Practices Units: 3.00**

This course, open to third and fourth-year students from all Faculties and Schools at Queen's, focuses on the functions and responsibilities of managers at all levels to develop effective sustainability practices. Students will be part of an interdisciplinary team that will choose projects to present to the class on (a) innovative approaches to sustainability problems and (b) applying sustainability practices to an organization of their choice. Guest lecturers will present their hands-on experiences, and there are tours of sustainability applications in the community. Emphasis will be placed on transferable skills in assessing, promoting, and achieving sustainable practices for organizations of all sizes that will be useful regardless of Faculty, School, or discipline.

NOTE: This course counts as credit towards the Certificate in Social Impact.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students.

**Offering Faculty:** School of Business

**COMM 410 Strategies of Social Enterprise Units: 3.00**

Strategies for Social Enterprise is different from other business courses that emphasize specific aspects of management such as finance, marketing, accounting, information systems, or operations. Rather than focusing on a particular functional area, this course is designed to expose students to business strategies that have emerged to address important societal and environmental issues. The intent is to deepen your understanding of some of the ways in which issues such as poverty, climate change, health, habitat destruction, gender inequality, and pollution are being addressed by various types of organizations. We analyze several social enterprise business models that have evolved including market-driven firms that offer socially-conscious products, organizations that invest in less developed countries, businesses that focus on more than simply earning a profit, and institutions that are devoted to charitable work.

NOTE: This course counts as credit towards the Certificate in Social Impact.

**Requirements:** This course is restricted to students enrolled in the 2nd, 3rd or 4th year of the Commerce Program.

**Offering Faculty:** School of Business

**COMM 411 Financial Statement Analysis & Accounting Based Valuation Units: 3.00**

This course focuses on the analysis of financial information, particularly the information contained in firms' financial statements, for making investment decisions. The primary focus is on determining the value of equity shares. The course begins with a comparison of various valuation models used in practice, and develops a comprehensive valuation model based on accrual accounting numbers. This is followed by a detailed analysis of balance sheets and income statements, profitability and sustainable growth, accounting quality, and forecasting financial statement data.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITES:** (COMM 111 or COMM 211/611) and (COMM 121 or COMM 221/621)

**Offering Faculty:** School of Business

**COMM 414 Management Control Units: 3.00**

Management control is the process of assuring that the resources of the organization are used effectively and efficiently in the accomplishment of its objectives. This course deals with the design and implementation of accounting and non-accounting related controls from a managerial perspective. Through the use of case analysis, the course focuses on the broad aspects of policy for management control. This course is appropriate for those who plan to become professional accountants, management consultants, and leaders of organizations

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.

**Offering Faculty:** School of Business

**COMM 415 Corporate Governance and Control Units: 3.00**

In today's environment, boards are facing increasing pressure to be more accountable to their stakeholders - to be more open and transparent. Boards are being asked to address a bewildering range of problems and demands from corporate social responsibility to avoiding credit crashes to maintaining good jobs to increasing corporate value. These issues, which if left unresolved can put individual board members and their organizations at risk. This course is about the roles and value of various approaches to corporate governance and the control frameworks through which directors can influence how corporations act. The course will investigate the role of governance in both for profit and not for profit organizations. This course provides an added practical benefit, a great background for roles that you soon will be called upon to undertake as graduating Queen's Commerce students, being board members of not for profit organizations. **Evaluation:** Grading will be based on class participation, one page memo writing exercises and an individual or group term project. There will be no tests or exams in the course.

**Requirements:** This course is restricted to students enrolled in the 3rd and 4th year of the Commerce Program. **PREREQUISITES:** COMM 111/211 and COMM 112/212

**Offering Faculty:** School of Business

**COMM 416 Organizational Fraud Units: 3.00**

This course examines fraud within organizations. It is designed to help future managers and entrepreneurs build awareness of fraud risk and a deeper understanding of how they might be able to prevent fraud within their organizations. This course is not a forensic accounting course, though it uses accounting concepts such as internal controls and management controls. The course also applies psychology and sociology concepts, along with current research, to better understand how fraud begins. The course is taught using an interactive, case-based methodology. Current events may play an important role in this course. This course qualifies for CSI credit.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 111 or 211/611

**Offering Faculty:** School of Business



**COMM 417 Business Combinations Accounting Units: 3.00**

This course examines the theory and practice associated with the accounting for long-term inter-corporate investments, business combinations, foreign currency operations, and not-for-profit organizations. Students will be expected to understand, interpret and critically evaluate generally accepted accounting principles related to these topics. Cases will be used to develop and apply judgment, critical thinking, and problem solving skills.

**Requirements:** This course is restricted to students enrolled in the 4th year of the Commerce Program. **PREREQUISITES:** At least four courses in accounting from: COMM 111, COMM 112, COMM 311, COMM 312, COMM 313, or COMM 414.

**Offering Faculty:** School of Business

**COMM 420 Financial Technology and Innovation Units: 3.00**

The course examines how technology interacts with different areas of finance such as trading, wealth management, or banking. The course equips students with the knowledge needed to put finance theory into practice using technology and technical tools. Possible applications include:

- acquiring and processing financial information from different sources, such as social media,
- developing and evaluating quantitative strategies, and
- implementing automated trading algorithms

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITES:** COMM 121 and COMM 122

**Offering Faculty:** School of Business

**COMM 431 Advanced Topics In Marketing Units: 3.00**

As a functional area, marketing must operate as an agent of business strategy. In its role as liaison or conduit to the customer, marketing makes promises which the rest of the organization has to keep. Promise too little and we fail to make a sale; promise too much and the result is a loss of customer loyalty and soft prices. But if marketing is to be an agent of strategy then it must recognize that businesses following different strategies require different kinds of marketing efforts and different supporting marketing infrastructures and approaches. Similarly, just as businesses change their strategies at different stages of their lifecycle and in response to market and competitive dynamics, so too must marketing make the appropriate accommodations to maintain its compatibility with the business' overall direction. This course provides a review of the major business strategies available to a firm, the identification of how marketing varies across businesses following different strategies, and how both business and marketing strategies must be adjusted over time in response to customer and competitive dynamics. Readings and a small number of case studies will be used. The final project is a real time exercise, dealing with a strategic problem facing a business presented to the senior management team of the enterprise.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITES:** COMM 131/231 and COMM 132 and 2 upper year marketing courses.

**Offering Faculty:** School of Business

**COMM 432 Brand Management Units: 3.00**

Which brands make you happy? Apple? Starbucks? Google? What draws you into these brands? How do companies create compelling brand experiences that make consumers happy, brands loved, and competitors fearful? This course explores such questions with the goal of identifying what constitutes successful brand management and how this is implemented within firms. Brand management is a fundamental element of competitive strategy that is central to marketing activities. This course adopts both customer and manager perspectives on brand equity to understand how strategic brand management decisions influence marketing outcomes such as sales and customer loyalty. The course utilizes a mix of lectures, readings, cases, and projects to explore brand management theory and practices. The course will provide students with the tools needed to understand the role of branding in marketing strategy and consumer experiences while cultivating a critical appreciation for the tactics involved in implementing, building, leveraging, defending, and sustaining strong brands.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.  
**PREREQUISITE:** COMM 131/231

**Offering Faculty:** School of Business

**COMM 433 Marketing Analytics Units: 3.00**

Marketers are truly living in the era of 'big data.' Technology and marketing innovation has enabled a deluge of information and data points about consumer behavior and consumer relationships with brands. Organizations today expect their marketing executives to come equipped with skills to transform information to insights and insights to shrewd judgment. This is an application-based course designed to give you that edge. Particularly valuable to 3rd and 4th year students with interest in consulting or marketing careers, the course sets out to equip students with the ability to make better marketing strategy and resource allocation decisions using marketing models developed by academic and consulting communities over the years. Through an entirely hands-on approach students, by the end of the term, will be able to make sense of the information and knowledge available and create marketing strategy and programs based on both quantitative and qualitative factors. Via cases and real-life applications, you will 1) generate operational plans on important marketing decisions such as segmentation, targeting, positioning, marketing resource allocation, forecasting, advertising, pricing, sales promotion, web analytics and web usage optimization; 2) master the selection and use of various models and industry standard commercial software, and 3) develop confidence and skills to successfully justify your strategic and tactical marketing decisions based on marketing analytics.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.  
**PREREQUISITE:** COMM 131/231

**Offering Faculty:** School of Business

**COMM 434 Sales Management Units: 3.00**

Selling is the engine that drives commerce. This highly-interactive and engaging course provides students with an understanding of the key aspects of professional sales and the role of corporate sales management related to planning, organizing, staffing, directing and evaluating the selling function. Students will learn about the importance of preparing a formal sales call, dealing with objections, and closing a sale for a product or service. A wide variety of sales experts will visit the class to discuss their profession and will provide a valuable network for anyone considering a sales career.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.

**Offering Faculty:** School of Business

**COMM 460 Supply Chain Analytics Units: 3.00**

Supply chain management is the coordination of value-added activities through the institutional and national boundaries. This course examines the use of operations in supply chain management. This course will focus on the theoretical foundations of operations and the basic principles that will be employed in both tactical and strategic decision-making.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.  
**PREREQUISITES:** COMM 341

**Offering Faculty:** School of Business

**COMM 461 Data Science for Business Units: 3.00**

The main goal of this course is to introduce data as one of the main business assets in the modern digital economy and data science tools as essential parts of the competitive strategy of the enterprise. The course will present a systematic view of analytics starting with descriptive for the essential understanding of the data, moving onto predictive to identify trends and opportunities, and completing the view with prescriptive to arrive at data-driven decisions

**Requirements:** This course is restricted to students enrolled in the 2nd, 3rd or 4th year of the Commerce Program.  
**PREREQUISITE:** COMM 162

**Offering Faculty:** School of Business

**COMM 472 Business And Development Units: 3.00**

Doing business in developing countries is one of the hottest topics on today's business agenda. Whether it is the opportunities of selling to vast and growing markets-the so called "fortune at the bottom of the pyramid"-or the prospects of dramatically lower costs through outsourcing, business leaders are interested in developing country markets as never before. This broad-ranging course aims to apply the tools of economics and international business to understand the opportunities and pitfalls of doing business in developing-country environments. The course will focus on a range of practical business-focused questions, but it will also bring students to the frontier of debates in development economics and business ethics. Topics include: Assessing opportunities and challenges in emerging markets; building capabilities for doing business in weak institutional environments; debates among leading schools of thought on development; and the roles and responsibilities of profit-seeking businesses. The course should be of interest to students interested in development economics, international business and business ethics.

**NOTE:** This course counts as credit towards the Certificate in Social Impact.

**Requirements:** This course is restricted to students enrolled in the 2nd, 3rd or 4th year of the Commerce Program.  
**PREREQUISITES:** COMM 172

**Offering Faculty:** School of Business

**COMM 493 Coding AI and Machine Learning for Business Units: 3.00**

Want to learn more about AI and Machine Learning? Excited to grow your Technical and Coding Skills? Want to design and build your own Digital Product? This course will introduce you to the current AI and Machine learning trends and how companies leverage these technologies to create new Digital Products. Using business and entrepreneurial skills, you will identify a Digital Product based on the latest AI and Machine Learning tools from companies like Microsoft Azure or Amazon Web Services and build it using programming languages like JavaScript and Python.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce. **PREREQUISITES:** COMM 394 or CISC 101 or a demonstrated knowledge in programing (as approved by the faculty member).

**Offering Faculty:** School of Business

**COMM 495 Project Management Units: 3.00**

Effective project management is both a skill set and a leadership function that requires discipline in planning, organizing, and managing resources to execute projects to meet strategic goals and objectives. As such, this course will cover concepts in the four basic functions of management (planning, organizing, directing, and controlling) as applied to a project context. As not all projects are the same, students will also learn how to tailor specific tools and technique in each phase of the standard life cycle (Project Initiation, Project Planning, Project Execution, Project Monitoring and Control, and Project Closing) to adapt project management to different organizational and societal environments. Through the Project Management Institute (PMI), students can become a Certified Associate in Project Management (CAPM) after completing COMM 495 and passing an exam administered through PMI.

**Requirements:** This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 190 and COMM 341

**Offering Faculty:** School of Business