

COURSES BY LEVEL

COMM 301 Funding New Ventures Units: 3.00

This course provides a detailed examination of the fundamentals of a financing strategy for new ventures, and the specific financing alternatives

for obtaining capital to launch new ventures. The financing alternatives include crowdfunding, angel investing, and venture capital, and thus cover the entire financing spectrum from start-up to growth capital.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITES:** COMM 201 or COMM 305

Offering Faculty: School of Business

COMM 302 Launching New Ventures Units: 3.00

This course will focus on the specific commercial activities required to launch new ventures into industrial markets. Students will gain an understanding of how to size-up industrial markets, apply lean principles to the new customer development process, align early-stage demand generation activities with industrial buyer behavior, and implement best practices to acquire, retain and grow their first industrial customers. This course will make extensive use of cases both historical and ideally from the Living Case Initiative. This course will complement COMM 405.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITES:** COMM 201 or COMM 305

Offering Faculty: School of Business

COMM 303 Business And Ethics Units: 3.00

Business ethics is increasingly important as expectations of corporate social responsibility keep rising, as do negative consequences for failing those expectations. Public, institutional, regulatory and government pressures mean decisions on business ethics can now determine corporate and career survival. This advance course on business ethics builds on the introductory Business Ethics and Corporate Social Responsibility course in second year and is a credit toward the Certificate in Social Impact. It is intended to produce capability and commitment in a new core competence for future managers. The course will go into depth in critical areas such as professional ethics, moral standards, stakeholder management, decision models and designing ethics programs to achieve an ethical workplace and corporate social responsibility objectives. A number of critical issues will be explored in depth.

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.

Offering Faculty: School of Business

COMM 304 Organizational Intelligence and Strategy Units: 3.00

This course examines how firms organize for intelligence. It proceeds through sessions that examine how firms overcome organizational constraints to (a) sensing problems, interpreting signals, selecting among alternative products and locations (Module 1: Sensing), (b) integrating new resources, coordinating across functions, re-configuring operations (Module II: Organizing), and (c) developing competencies, culture, and identity (Module III: Building). The course is interactive and uses a combination of cases, lectures, and team interactions. The course is expected to complement other existing courses in strategy and advance students' understanding of how context matters in strategy, and how firms deal with conflict, complexity, and ambiguity while formulating and implementing their strategies.

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

Offering Faculty: School of Business

**COMM 305 Introduction To Entrepreneurship Units: 3.00**

The course introduces students to small business, what it means to be an entrepreneur, and the concepts of entrepreneurship. Key assignments in the course include a simulation exercise, first hand interaction with entrepreneurs, and an opportunity assessment (the pre-cursor to a business plan). This course will complement COMM 405.

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 306 Business for Good: An Introduction to Impact-Driven Leadership Units: 3.00

The primary objective of this course is to prepare students to deal with a range of complex social and environmental challenges during their future career as organizational managers and leaders. Another objective of this course is to ensure that the content covered is consistent and complementary with other courses and other programming on social impact within the School of Business, to achieve greater consistency and reinforcement between various courses and other initiatives on social impact within the School.

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

Offering Faculty: School of Business

COMM 307 Canadian Business-Government Relations Units: 3.00

This course is an analysis of public policies as represented by laws and regulatory governmental activities, and their effects on business decision-making, distribution of wealth, and allocative efficiency in the public and private sectors. The course will deal with such topics as: externalities and the assignment of property rights (natural resource conservation, pollution, congestion, issue of corporate social responsibility); theories of the regulatory process and the performance of regulatory agencies in specific markets; legislative process and lobbying strategies; competition policy; marketing boards; government assistance to failing firms; Canadian industrial strategy; public ownership; free trade, etc.

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 309 Real Estate Management Units: 3.00

Real Estate is now the largest asset class in the world. This course seeks to provide students with a general understanding of Real Estate from the perspective of the Manager, Investor, or Developer. The concepts of Development, Valuation, Finance and Law as they pertain to real estate are introduced, providing the foundation for further study or career paths in the field

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 310 Environmental Accounting Units: 3.00

This course is appropriate for any student interested in environmental issues and is particularly appropriate for students in the Queen's Environmental Studies Program. The course examines financial issues related to the environment in the context of natural capitalism and corporate social responsibility. The course provides an overview of concepts and tools related to 1) financial reporting, 2) assessing and managing environmental costs and benefits, 3) environmental entrepreneurship.

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.

Offering Faculty: School of Business

COMM 311 Fin Acctng Pract Prin & Concep Units: 3.00

This is the first of two courses that constitute intermediate financial accounting. In these courses, generally accepted accounting principles and the basic assumptions underlying financial accounting decisions are examined in detail. Specific topics in this course include the Statement of Cash Flows, receivables, short- and long-term investments, and tangible and intangible capital assets.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students. **PREREQUISITE:** COMM 111 or 211/611

Offering Faculty: School of Business

COMM 312 Intermed Management Accounting Units: 3.00

This second course in management accounting emphasizes the accounting concepts and analytical tools that are useful in planning and controlling organizational activity and in management decision-making. The principal costing systems and the related problems of cost estimation and cost allocations will be studied in greater depth than in the introductory course. A mixture of problem-solving exercises, discussion questions, cases, and readings may be employed. *RECOMMENDED: Students must have a working knowledge of introductory statistics (particularly regression analysis)

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students. **PREREQUISITES:** (COMM 162 or STAT 263) and COMM 112 or COMM 212/612

Offering Faculty: School of Business

COMM 313 Financial Accounting II Units: 3.00

This course is a continuation of COMM 311. Specifically, this course examines the theoretical underpinnings and accounting decision-making related to such topics as long-term debt, pensions, leases, complex financial instruments and accounting for income taxes. IFRS and its implications play an important part of the discussion in every topic.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 311

Offering Faculty: School of Business

COMM 317 Auditing Units: 3.00

This course examines the conceptual and analytical foundations of audit practice. It covers the role of the public accountant, the audit and the audit report and their interaction with the economic and legal environments. Specific topics include audit objectives, ethics and legal liability, audit planning and reporting, internal control, materiality and risk, statistical sampling, effects of electronic data processing, analytical review, and audit testing.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITES:** COMM 311

Offering Faculty: School of Business

COMM 319 Income Taxation Units: 3.00

Taxes and business decisions interact with each other, affecting managers personally as well as the firms they work for. The main theme of the course is that managerial tax planning is part of the practice of management; it is part of the question of how to set up a business and chart its investment, financing and compensation strategies. The objective is to apply this perspective to domestic and international topics such as the choice of business entities, tax arbitrage, financial markets, compensation planning, business combinations, foreign investment and personal tax planning.

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

Offering Faculty: School of Business

COMM 321 Derivative Securities Units: 3.00

This course explores derivative securities and their applications as risk management and yield enhancement tools for financial institutions and non-financial corporations. We develop the key relationships of derivatives and valuation (the cost-of-carry model, risk neutral valuations, binomial trees, and the Black-Scholes model). We extend the option-pricing framework to the valuation of real options. We analyze standard derivative (futures, forwards, FRA's, swaps, stock options) as well as more recent ones such as exotic options and credit derivatives. We explore best practices in the area of market and credit risk management and address topical issues pertaining to the use of derivatives, including capital requirements for regulated financial institutions and strategic issues associated with corporate risk management. This course is designed for students aiming to pursue a career in investment banking, consulting, or in the non-finance corporate sector.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITE:** COMM 121 or COMM 221/621

Offering Faculty: School of Business

**COMM 322 Advanced Corporate Finance Units: 3.00**

This course is an advanced undergraduate course in corporate finance. The course will cover corporate finance topics at a deeper level, notably by using basic game theory and basic contract theory. It will also introduce new topics such as real options, financial constraints, and corporate governance. It is also recommended that students have the capacity for mathematical reasoning and a basic knowledge of regression analysis. Students will be expected to master the tools needed by practitioners in corporate finance; to understand simple mathematical models underlying corporate finance theories; and to have learned lessons from case studies and empirical studies

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITES:** COMM 121 or COMM 221/621 and (COMM 172 or ECON 212)

Offering Faculty: School of Business

COMM 323 Corporate Financial Planning Units: 3.00

This course emphasizes the practical application of financial management principles using case studies. It is expected that students will learn how to identify and analyze key corporate financial planning/policy decisions by incorporating the insights provided by theory into their analysis of actual case histories. The application of the theoretical conclusions, and their modification to take account of features of the actual business environment or to explain observed behaviour, will be stressed throughout the course. The course will cover such topics as corporate goals, the roles of financial officers, the valuation of public and private corporations, financial analysis and pro forma financial statement forecasting, credit analysis, bank borrowing and other forms of short-term financing, optimal capital structure, raising new long-term capital (designing, pricing, placing, timing, and hedging new security issues), the cost of capital, capital budgeting decisions (including the analysis of mergers, acquisitions, leveraged buyouts, and divestitures).

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 121 or COMM 221/621

Offering Faculty: School of Business

COMM 324 Investments & Portfolio Management Units: 3.00

The course covers such topics as equity valuation, market efficiency, market anomalies, portfolio analysis and international diversification. Attention will be focused on bond valuation, interest rate theories and bond investment strategies. Derivative securities such as options and futures may be introduced. The course will also address the evaluation of the investment performance of individuals and investment management institutions. Applications of the various theories will be explored through course assignments and through class discussions of current events.

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

PREREQUISITE: COMM 121 or COMM 221/621 **EXCLUSION:** No more than one course from COMM 324 or ECON 322

Offering Faculty: School of Business

COMM 326 Private Equity Units: 3.00

Private equity (PE) plays an important role as an intermediary between investors and firms. Private equity funds are also an important investment alternative for institutional investors such as pension funds and sovereign wealth funds. The purpose of this class is to introduce students to private equity and provide them with practical tools that will help them understand, value and structure typical transactions in this sector.

The course will have two central themes. The first theme will introduce students to the spectrum of different types of private equity firms from institutional investors to dedicated specialist firms. The focus will be on developing a familiarity with the types of transactions considered by private equity funds, how to structure them and measure the value added to the portfolio firm. This part will take students through the stages of PE investments from finding a target, to due diligence, deal pricing and structuring, ownership, preparation for exit and exit. The second theme will address the unique challenges currently facing these funds, including measuring private equity fund performance, and how private equity funds realize their returns through distributions and exit.

The course will be applied in nature and focus on specific cases. Cases will be the main teaching tool, with lectures and guest speakers to provide economic fundamentals and institutional context. Approximately 50% of the cases will be developed internally with Smith Alumni at a large Private Equity firm who will provide funding for course development and detailed data on specific transactions in their portfolio. The Private Equity firm will also provide access to the individuals who worked on the transactions for supporting material in the form of video interviews of the main participants.

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 328 International Finance Units: 3.00

This course focuses on the financial issues that managers confront in an international setting and develops a framework for evaluating the many opportunities, costs, and risks associated with multinational operations. The course employs cases extensively to provide students with a detailed and analytic look at investment and financial decisions undertaken by multinational firms. Topics covered include: determination of exchange rates; foreign exchange market; relationships among inflation rates, interest rates & exchange rates; currency futures, options & swaps; international investing; foreign exchange exposure; hedging exchange risk; and cross-border valuation.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 121 or COMM 221/621

Offering Faculty: School of Business

COMM 329 Management Of Financial Institutions Units: 3.00

This course examines the goals, roles, and structure of financial intermediaries and the growth, financial, risk management, and marketing decision problems facing the managers of these institutions. For the most part, the course will take the viewpoint of the managers of the various kinds of financial institutions and concentrate on developing frameworks and solution procedures for the decision problems facing them. The use of derivative securities to hedge financial intermediary and corporate risk will be covered extensively in the second half of the course. The course will consist of a blend of lectures, readings, and case analysis, and it will emphasize the practical application of financial analysis tools and techniques. The descriptive material in the early part of the course, and all the case analysis, will focus on Canadian financial institutions and markets, such that students who expect never to work in Canada may find the course content less pertinent to their careers.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 121 or COMM 221/621

Offering Faculty: School of Business

**COMM 332 Marketing Research Units: 3.00**

This course is designed to provide students with an understanding of the marketing research process, its uses, limitations and biases. Students should acquire problem-analysis skills and learn to translate a management problem into a marketing research question. Students will learn about the advantages and limitations of various research methods, both qualitative (e.g. focus groups, observation, ethnography) and quantitative (e.g. surveys, experiments), and how to appropriately deploy them in a hands-on practice of marketing research. The ability to work well in teams and apply concepts learned in readings and in class to real-world research problems will substantially contribute to a student's success in this class.

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 COMM 162

Offering Faculty: School of Business

COMM 333 Marketing Strategy Units: 3.00

This course provides students with the tools to plan and implement a competitively superior marketing strategy. Developing such strategies involves a comprehensive analysis of a firm's customers, products, competitors, markets, resources and technology. Students will learn how to develop product/market objectives, to select markets in which the firm can operate with competitive advantage, and how to develop marketing mix tactics based upon the desired strategic vision. This course examines issues such as evaluating opportunities in international markets, understanding consumer behavior in diverse markets, strategies for entering international markets, and growing global brands. Students are exposed to the decisions faced by global marketing managers with the aim of developing frameworks coordinating strategies in world markets.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITES:** COMM 131/231 or COMM 132

Offering Faculty: School of Business

COMM 335 Marketing Communications Units: 3.00

This course provides an introduction to the topics of interest in the theory and practice of integrated marketing communications. Beginning with a basic understanding of the communication process, we address effective communication and creative strategy. We also examine strategies of integration across marketing communication elements, including traditional media advertising, internet and interactive advertising, direct, experiential, and word-of-mouth marketing, sales promotion, and public relations. Additional topics include efficiency in media planning, and the effects and effectiveness of advertising and communication. This course will introduce you to all topics necessary to design a complete integrated marketing communications campaign plan.

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 336 Consumer Behaviour Units: 3.00

The broad goal of the course is to help students think critically about the assumptions implicit in many marketing decisions, enabling them to apply relevant theories of consumer behaviour to make better strategic marketing decisions. This course helps marketers understand who buys what, how, and why, providing a framework for thinking about how marketing decisions relate to theories of consumer behaviour. Through readings, cases, discussions, and hands-on marketing research, students will explore issues related to the various factors that influence consumers, their market-related knowledge, brand choices and relationships, social and self identities, lifestyle patterns, decision making, and behavioural processes.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students. **PREREQUISITES:** COMM 131/231

Offering Faculty: School of Business

COMM 338 Marketing & Society Units: 3.00

This course is designed to give students the opportunity to examine multiple perspectives related to the ethical implications of marketing decisions and strategies. Using current topics in the media, case studies and research projects, students will explore, discuss and debate the ethical dilemmas that face marketing practitioners and society at large. The course has the three major objectives of encouraging students to 1) develop a broad-based perspective on marketing's role in society; 2) develop an informed perspective on ethical issues within marketing; and 3) to learn how to incorporate ethics and social responsibility as a part of decision-making practice and processes. Topics to be discussed include social marketing and entrepreneurship; ethics in advertising (e.g. deception/puffery advertising to vulnerable populations); ethical issues related to production, distribution and pricing; and volunteerism, philanthropy and non-profit marketing. This course is designed for individuals with a focus on marketing, but is open to others with an interest in the issues of ethics and corporate social responsibility.

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

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

Offering Faculty: School of Business

COMM 339 Channels and Internet Marketing Units: 3.00

Marketing via the Internet channel is constantly impacting how businesses, entrepreneurs, public sector agencies, and not-for-profit organizations interact with clients, stakeholders and channel partners. This course exposes students to materials and issues such as Internet retailing; search engine optimization (SEO); B2C & B2B marketing tactics; social media marketing; Internet consumer behavior; website design and management; integrating Internet channel tactics into the overall strategic marketing plan; international Internet marketing issues; and Internet promotion and advertising.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITE:** COMM 132

Offering Faculty: School of Business

COMM 341 Operations Management Units: 3.00

In order to deliver products and services to customers, an organization must organize its operations in an effective and efficient manner. This course develops skills in operations management by integrating material across functional areas, introducing new managerial concepts and applying rigorous problem solving techniques. Topics such as process improvement, quality management, supply chain management, and project management are considered for manufacturing and service firms.

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

Offering Faculty: School of Business

COMM 342 Op Strategy & Innovation Mgmt Units: 3.00

This course examines the use of operations and innovations as competitive weapons. The emphasis is on the successful development of products, manufacturing process, and supply chains. The use of computer technologies for product and process management will also be stressed. The course proceeds from broad discussions of operations strategy to assessment of specific strategies (competing on quality, productivity, and new products and processes) to discussions of how those strategies can best be implemented over time. A key objective of the course is the development of operations and innovation strategies which are integrated with the overall business strategy of an organization as well as the other functional strategies such as marketing, technology and human resources.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITE:** COMM 163 and COMM 341

Offering Faculty: School of Business

**COMM 343 Strategic Service Management Units: 3.00**

The majority of customers experience mediocre service on a regular basis, according to numerous studies, yet many of these service providers remain unfocused on customers, or struggle to understand the needs of these customers. In this course, we apply proven service strategies associated with the operation, and more importantly, the improvement and differentiation of a service organization.

Where the core operations management course is to a large extent focused on plant and manufacturing operations, this course remains targeted on services, including healthcare, hospitality, banking, legal, retail, government and other customer-centric operations. Key tools and frameworks will be applied to take a simple, structural path towards driving improvement and innovation in your organization. Many classes involve cases, activities or exercises conducted in groups to enhance understanding of service concepts, and you will draw on your experience in previous courses in marketing, finance, strategy and others, tying together many of the skills developed over your Degree in this elective in the interests of creating customer enthusiasm.

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 350 The Future: Forecasting and the Business Environment Units: 3.00

Most organizations make or buy explicit predictions of the environment within which they expect to be operating. They serve as a basis for planning and control. These organizations are trying to identify, understand and influence changes that are occurring in the local, national and international economic, political and social environments, as well as in their own organization. The course examines the theoretical and historical origins of forecasting, and discusses the approaches used to make and assess predictions in the short-to medium-term. The emphasis is on the practical application of forecasting methods.

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 351 Leadership Units: 3.00

This seminar style course examines the practice and impact of leadership in organizations and communities as we enter into the 21st century. The evolution of leadership from the command and control style to the more recent transformation authentic, and will be examined in a variety of settings as described in both popular and academic writings on leadership. The impact of leadership will be assessed by research on whether and how individuals make a difference.

The course also examines emerging trends in leadership in the 21st century. Texts and readings, exercises and team projects will be utilized.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students. **PREREQUISITE:** COMM 151 or COMM 251/651

Offering Faculty: School of Business

COMM 352 Organizational Analysis Units: 3.00

This advanced course in organizational behaviour goes beyond COMM-151* by exploring current research in and applications of social science to organizational and inter-organizational behavior. The objectives of this course are 1) to develop an understanding of the complexity and dynamics of organizational life using analysis and the discussion of key issues facing employees in today's organizations, and 2) to provide students with opportunities to apply theory and research to improve their understanding of management practice through the use of case discussions and analysis. Emphasis will be placed upon students' development of critical thinking skills and an appreciation of the frontiers of current knowledge in the selected areas.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITE:** COMM 151 or COMM 251/651

Offering Faculty: School of Business

COMM 353 Managing Across Cultures Units: 3.00

Managing across cultures and international assignments have become necessities in today's global business environment.

As a result, it is imperative that managers understand cultural differences, know which management practices are transferrable across cultures, and are able to effectively manage their own international assignments, as well as those of others. Therefore, the purpose of this course is to provide students with this understanding and know-how. The course material includes topics such as cultural profiling, multicultural team management, establishing and managing international assignments, managing one's own international assignment, as well as communicating and ethical decision-making across cultures. Students will also study the cultures, management practices and business environments of various countries, including Canada, China, France, Japan, the USA, among others. In doing so, students will examine the success and failures in these countries of some of the world's leading companies, such as McDonald's and The Walt Disney Company. Furthermore, as part of a multicultural team, students will have the opportunity to select and study a country that interests them most.

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.

Offering Faculty: School of Business

COMM 354 Relationships & Reconciliation in Business and Beyond Units: 3.00

This course will examine Indigenous worldviews, philosophies, and values as they relate to commerce, exchange, and capital. It will explore Indigenous resurgence, seeking to understand the different ways in which Indigenous peoples are reclaiming and reimagining relationships in business and beyond. It will critically examine how colonization has impacted present relations between Indigenous peoples and non-Indigenous peoples in business contexts, and begin to explore strategies for decolonization in this space. Students will be encouraged to examine their own biases and worldviews as they learn how to become effective and supportive allies for Indigenous peoples.

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 355 Facilitating Effective Teams Units: 3.00

The purpose of this course is to provide students with a learning and experiences relating to managing group and team processes in organizations. It will cover current best practices and organizational research to help students develop an understanding of how groups and teams operate. It will also include experiential opportunities for students to use this understanding to work with and support teams in the first year of the Commerce program.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program.
PREREQUISITE: COMM 151/251 and COMM 101

Offering Faculty: School of Business

COMM 356 Diversity and Inclusion in Organizations Units: 3.00

This course studies diversity and difference in the workplace, and emphasizes the importance of equity and inclusivity in modern organizations. It examines individual and organizational experiences of social identity and intersecting identities in contemporary society. Students will study multiple facets of gender diversity (including gender, gender identity and expression, and sexual orientation), as well as other dimensions of diversity (including race, ethnicity, age, religion, and class). Students will become familiar with demographic trends in today's organizations, related employment law, best practices for hiring and promotion in order to maintain and leverage benefits of organizational diversity, theories and research on how gender and diversity affect organizational interaction and performance, and ongoing issues involved in managing diversity within organizations. Classes are discussion-focused and assignments are designed to help students build informed opinions that incorporate systematic research and evidence on the topic of gender and diversity in organizations. The course will help students grow comfortable discussing, addressing, and managing issues of gender and diversity in their careers and organizations. Students are expected to bring a high level of maturity, sensitivity, and critical thinking to the course.

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 the Commerce Program.

Offering Faculty: School of Business

**COMM 357 Interpersonal Skills For Managers Units: 3.00**

This course is the practical application of organizational behaviour and human resource management knowledge to the effective and productive management of people and relationships at work. It provides a practical supplement to COMM 151 and COMM 181. The objective of this course is to further develop interpersonal skills crucial to any manager's role, including self-awareness, stress and time management, creativity and problem-solving, and conflict management. This course is highly experiential in nature.

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.

Offering Faculty: School of Business

COMM 358 Managing Human Capital Units: 3.00

In COMM 358 we take a high-level, strategic perspective on how to best plan, organize, develop, and manage talent to achieve organization objectives. Students will study how the strategic management of people supports the execution of strategy and the overall success of an organization. We will examine organization design and culture, factors influencing attraction, engagement, and retention of talent, as well as the evidence, techniques, and best practices for human capital development and management in an organization. We review some strategic organization decisions and their effects on the workforce, including outsourcing, restructuring, and merger and acquisition activities. Underlying these topics are the following themes set in a context of change and transformation of organizations: evidence-informed, ethical decision-making; the evaluation of HR alternatives and decisions; the impacts of decisions on people in organizations. This course will be applicable for those interested in careers in human capital or management consulting, organization development, and human resources, as well as those interested in understanding the strategic management of people in organizations more broadly.

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

Offering Faculty: School of Business

COMM 359 Work & Social Inequities Units: 3.00

This course provides students with an understanding of how workplace and institutional structures can exacerbate income and social inequities, and explores potential solutions and interventions to address these inequities. It surveys contemporary topics and theories on the sociology of work and the impact of changing global and economic realities on the future of work and workers. Topics may change from year to year and include job polarization post pandemic, the changing composition of the Canadian workforce, immigrant labour, intergenerational mobility, and the economic prosperity of Canada. The focus is on how workplaces reflect and reinforce social inequities and how workers and their organizations respond to those inequities. Students will also engage in debates on issues on equity policies, and proposed policy solutions to combat systemic discrimination.

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

Offering Faculty: School of Business

COMM 365 Advanced Business Decision Modeling Units: 3.00

This course builds on the foundations of data analysis and decision modeling set in COMM 162* and COMM 163*.

The emphasis in this course is advanced managerial decision making under uncertainty. Topics include stochastic inventory control, waiting-line models, computer simulation modeling, risk and decision analysis, forecasting models, revenue management, and dynamic pricing. Computer spreadsheets will be used extensively, and a particular focus will be the interpretation and communication of model results from the viewpoint of decision makers.

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

PREREQUISITES: COMM 162 and COMM 163

Offering Faculty: School of Business

COMM 370 Business Communication in North America Units: 3.00

The course emphasizes the norms for written and oral communication skills required for success in a North American business environment. Discussion of theoretical readings is framed by frequent cross-cultural comparison and team-based work to enhance learning. The course also uses an applied methodology wherever possible to help students practice and adapt their skills to the business culture in North America. In addition, students are introduced to North American models of learning such as formative assessment, peer review, and reflective practice.

This course is restricted to international exchange students who do not speak English as their first language. Students eligible for this course must have either attended a university where the primary language of instruction was not English, must speak English as a foreign language, or must have presented a TOEFL score for admission to Queen's University.

Requirements: This course is restricted to international exchange students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITE:** Permission from the Centre for International Management

Offering Faculty: School of Business

COMM 373 International Business Negotiations Units: 3.00

This course requires the application of cumulative knowledge of functional areas and international business to negotiation situations. It will introduce: current thinking and research on negotiating; exploring the different aspects of international negotiations, including planning, the effect of culture on negotiating styles, and managing the process. It will concentrate on developing international negotiating awareness and skills through the use of international negotiation exercises, simulations and cases. The focus will be on both the personal level (honing your own negotiating skills and awareness) and the corporate level (analyzing the factors that are important to companies in international negotiations, planning and implementing complex negotiations).

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 the Commerce Program.

Offering Faculty: School of Business

COMM 374 International Business Strategy Units: 3.00

International Business Strategy explores the key strategic questions firms face when entering international markets, and competing in the global economy. We focus on how globalization affects the strategic management of companies, and what you as managers need to do to compete successfully in the international environment. This course uses practical business cases on firms from around the world to stimulate discussion and illustrate fundamental international strategy concepts.

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

Offering Faculty: School of Business

COMM 375 International Business and the Nonmarket Environment Units: 3.00

This course introduces students to the relevant non-market actors that affect the international business environment and provides a broad range of theoretical frameworks for understanding and shaping their motivations, capabilities and strategies. Topics will include the international trading environment, political and country risk analysis, the motivations of national governments, international and national regulators, and the interaction of firms with government, industry and lobby groups. In covering a wide range of topics, this course favors breadth over depth. The course primarily draws on readings from lecture notes, classroom discussion and debate.

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.

Offering Faculty: School of Business



COMM 376 Doing Business In the Asia-Pac Rim Units: 3.00

The Asia-Pacific Region has emerged as an enormous economic force comparable in significance to the United States and Europe, a growing mass of middle-class Asian consumers have been added to the world economy, and a dynamic breed of Asian companies have joined the league of multinationals. However, multinationals entering the Asia-Pacific Rim countries must realize that the competitive environments, socio-political institutions, cultural norms and business practices in the Asia-Pacific region are markedly different from those in Western industrialized countries. The main objectives of this course are to identify such differences and to analyze the impact of these differences on the strategies of multinational companies. Topics include: historical contexts, the role of the state, government-business relationships, inter-business networks, institutional and economic reforms, market competitions, consumer tastes, and business etiquettes.

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

Offering Faculty: School of Business

COMM 381 Business Law I Units: 3.00

Since legal considerations enter into nearly all business transactions and influence most important managerial decisions, owners and managers of business firms make their economic choices and take actions within the general framework of law and jurisprudence. While government and business exert a powerful influence on each other, the judge-made common law of contract is the basic law governing not only business activities but dealings between persons in society. This course will explore the Canadian legal infrastructure and context, and the laws of tort and contract - the two most important private law doctrines. Students will not only learn a cursory understanding of the law, but also a framework for solving legal problems as business people or professionals. This course is one of the Chartered Professional Accounting (CPA) requirements.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program or 2nd year Commerce students. May not be taken after beginning BCOM/JD combined degree program.

Offering Faculty: School of Business

COMM 382 Business Law II Units: 3.00

This course expands upon the material from Business Law I (an introduction to common law, specifically the law of tort and contracts). Commerce 382 is concerned primarily with the law and regulation relating to specific business activities (sales, marketing, leasing and bailment) and business relationships (business organizations, agency and credit relationships). Other topics which may be addressed include intellectual property, ownership of real property, insurance and employment law.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. May not be taken after beginning BCOM/JD combined degree program.

PREREQUISITE: COMM 381 **EXCLUSIONS:** No more than one course from COMM 382 or LAW 204/704

Offering Faculty: School of Business

COMM 385 Negotiation Theory & Behaviour Units: 3.00

Negotiation is part of everyday life in organizations, whether negotiating with customers, clients, suppliers, co-workers or even the boss. The purpose of this course is to introduce students to theory and research on negotiations with an emphasis on the social, behavioural, and decision-making processes. Negotiations will be studied in a variety of settings ranging from simple buyer-seller negotiations to multi-party, multi-issue, cross-cultural negotiations. In addition to the fundamentals of integrative and distributive bargaining, special topics may include ethics, gender, power, emotions, technology, and the use of agents. The course also includes a practical component in that students participate in simulations, exercises, and case analysis designed to develop their negotiating skills as well as their understanding of negotiation processes.

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 the Commerce Program.

Offering Faculty: School of Business

COMM 389 Topics In Industrial Relations Units: 3.00

This course provides the student with an opportunity to do independent research on some problem area in the labour and employee relations field. Topics vary to suit particular student interests but are centered in the following areas: the management of technological change and job displacement; the economic and behavioural implications of the shorter work week and of worker participation in management; job attitudes, job satisfaction, labour turnover, and productivity; various aspects of public and wage-price policy, labour law, and arbitration.

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

PREREQUISITES: COMM 181

Offering Faculty: School of Business

COMM 392 Introduction to Data Management and Analytics for Business Units: 3.00

This course provides an introduction to data management and analytics for business. The course will present a systematic view of analytics with a key focus on using data for business intelligence and descriptive analytics as well as an overview of predictive analytics and how they are used by businesses for creating a competitive advantage.

The course emphasizes the managerial aspects of analytics along with applications and implementation challenges, rather than technical issues (e.g. coding).

The course will also focus on how to understand and manage data as an asset that is at the core of value creation in today's digital age, with emphasis on technical aspects such as data structure, data models, and data preparation and exploration, as well as management aspects such as data reliability and quality.

Students will learn and apply relevant business intelligence and analytics concepts for solving various types of business problems using real data and practical business cases.

After completing the course, students will be able to do the following:

1. Organize data for answering business questions through applications involving data modeling, extraction, querying, and transformation.
2. Describe issues that can arise with data and the resulting models and implement techniques to address them effectively.
3. Explain how organizations can use business intelligence and data analytics, AI, and machine learning for operational and strategic purposes.
4. Use technology tools to perform descriptive data analytics, including data preparation, modeling, and visualization.
5. Build, train, test, evaluate, and deploy a machine learning model using graphical interface tools, and choose between competing models.
6. Communicate analytics results to managers and to a general business audience.

Requirements: This course is restricted to students enrolled in the 2nd, 3rd or 4th year of their program. **COREQUISITES:** COMM 190

Offering Faculty: School of Business

COMM 394 Coding Literacy for Managers Units: 3.00

A key development in today's digital business environment is that more and more organizations are empowering business professionals to build and deploy dynamic digital solutions for their customers. Because business professionals are intimately involved with the business units, business processes, and customers, they are in a unique position to deliver highly customized applications that match their unique organizational needs. In this course, students will learn the fundamentals of systems thinking and coding in order to be able to rapidly build and deploy customer- and employee-centric apps.

The course teaches students how to build digital solutions using a combination of tools including no code (e.g., data analytics in Excel), low code (e.g., visual app development platforms such as Salesforce), and code (e.g., JavaScript, Python). The course topics include computational thinking programming tools, communicating with business applications (API and Webservices), solving business problems with programming, and coding for an agile business.

This course has an applied focus. It uses business cases as a way to motivate logical thinking and the use of coding to solve business problems. In addition, the course leverages cloud services and lab environments to enable students to use state-of-the-art coding tools and resources.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of the Commerce Program. **PREREQUISITE:** COMM 190

Offering Faculty: School of Business

**COMM 395 Digital Strategy & Transformation Units: 3.00**

The objective of this course is to help students understand critical management concepts and frameworks related to digital business strategy, innovation, and transformation. As organizations move toward a digital reality (more natural and intuitive ways for technology to better organizations, individuals and society), creation of new business models and approaches are essential. This course will examine how companies such as Uber and NetFlix are disrupting existing business models and ushering in unprecedented convergence of people, business and things. For many organizations, "going digital" is imperative to long-term viability and the need to acquire and develop digital capabilities is essential. This course will give students knowledge and frameworks related to digital transformation, systems thinking and digital leadership as well as an understanding of movements in the technology industry that are influencing change toward a more digital approach to business.

Requirements: This course is restricted to students enrolled in the 3rd or 4th year of their program. **PREREQUISITES:** COMM 190 or (COMM 200/600 and CISC 124)

Offering Faculty: School of Business

COMM 398 Business, Government and the Global Economy Units: 3.00

In an era of globalization and crises, international business is argued to be characterized by "total competition." Managers are certainly expected and are required to be fluent "market strategies" such as competing on cost, differentiation, etc. However, managers must also be fluent in understanding, anticipating and shaping the workings of the "visible hands" of governments and international institutions. This is particularly important because the global economic system has undergone tremendous stress over the past three years. This course explores how the global economy works via the in-depth examination of the various "systems" that govern it - the systems of energy, finance, trade, and government-business relations.

The course develops frameworks, tools, and concepts from various disciplines - business strategy, economics, political science, philosophy - that will help new managers meet the non-market challenges they will inevitably face. It is heavily case and discussion based and looks at the practical application of the concepts discussed. Commerce 375 would be an ideal, though not absolutely necessary, prerequisite. **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 the Commerce Program.

Offering Faculty: School of Business