



Commerce Program

Courses of Instruction

Winter 2021

Incoming Exchange Students

COMM 104: Business Ethics And C S R

This required second year course provides an introduction to the related fields of business ethics and corporate social responsibility. It is also the first academic step towards achieving a Certificate in Social Impact. The course is designed to increase student awareness of the increasing importance of the ethical dimension of business. It will enhance student understanding of the issues, standards and stakeholders involved. It will also introduce ethical analysis and decision making processes, as well as the role of ethics in corporate governance and the need for an ethical corporate culture.

This course is open to Commerce exchange students with permission only, space may be limited.

COMM 122: Finance II

This course expands the students' knowledge of finance by building on the concepts of valuation and corporate financial management introduced in Finance I. The course provides an introduction to basic derivatives securities, and looks in greater depth at corporate valuation, and corporate financial policy. The course aims to integrate financial theory into applications by gaining an understanding of topics such as convertible securities, real options, and corporate risk management.

This course is open to Commerce exchange students with permission only, space may be limited.

PRE-REQUISITES - COMM 121/221

COMM 132: Marketing II

This course provides an overview of the foundations of superior marketing related to the preparation, execution, and support of marketing programs. Through the use of regional, national and global marketing case studies, students will practice the evaluation, formation and deployment of business-level marketing tactics geared to boosting market share, customer loyalty, and profits. Students will be provided with analytical frameworks enabling them to identify and innovatively resolve issues. A key emphasis in the course is understanding the powerful impact that marketing recommendations have on costs, price, sales volumes, product or service quality, and brand equity.

This course is open to Commerce exchange students with permission only, space may be limited.

PRE-REQUISITES - COMM 131/231

COMM 190: Introduction to Digital Business and Technologies

The objective of this course is to enable students to understand how organizational information systems that comprise digital technologies, business processes, data, and people can be leveraged in ways that generate business value. Conceptual models, simulations, business cases, and in-class exercises are used to enable students to learn about digital strategies and digital technologies and to develop hands-on skills in process modeling, data modeling, app development, and business intelligence.

This course is open to Commerce exchange students with permission only, space may be limited.

COMM 200: Business Fundamentals

This course will develop an appreciation of the role of the manager and business in society. It will discuss Canadian and global trends and issues - political, economic, technological, and ethical - that affect business and management. The course will introduce the student to the nature of the modern corporate enterprise, large and small, and begin the building of business analysis skills.

COMM 201: Introduction to Business for Entrepreneurs

This course introduces students to the language of business, as well as the main functional areas of business, and demonstrates how these areas interact to produce and market products and/or services in an economically viable manner. An emphasis is placed on both strategic and tactical development and execution in entrepreneurial contexts. The course also assists students in developing an understanding of the nature of the modern entrepreneurial enterprise in Canadian and international contexts, and of the tasks, practices, and responsibilities of its leaders. Of particular importance is the use of a capstone simulation - like the Capsim Strategy Simulation, but one geared towards entrepreneurial ventures - whose focus lies in the development and application of fundamental strategic management skills and financial analysis interpretation for decision-making purposes. The approach of the course is to challenge students to strive to develop a base-level competency in business principles which they can effectively transfer to their future entrepreneurial venture.

COMM 211: Financial Accounting

As the initial course in accounting, this course provides a foundation of accounting knowledge necessary to the fuller appreciation of many aspects of business. The structure of the process of accounting is studied, with particular emphasis on the use, interpretation, and communication of financial information.

COMM 212: Management Accounting

An examination of the internal accounting model and related information systems designed to keep the manager informed for the purposes of planning and controlling the organization's operations.

PRE-REQUISITES - COMM 111 or COMM 211

COMM 221: Introduction To Finance

The focus is on financial decisions of the firm and the consumer. The two main tasks of financial management, investment choices and financing choices, are examined with emphasis on separation of the investment decision and the owners' consumption decisions, on net present value in capital budgeting, and on capital structure. The course examines choices of portfolios by consumers and how these choices lead to equilibrium opportunity rates.

COMM 231: Fundamentals of Marketing

This course provides students with a knowledge of the concepts of marketing as well as an understanding of how these concepts are applied in the management of the firm. Specifically, the objectives are: to provide a working knowledge of the basic theories and concepts in marketing; to develop decision making skills and abilities and to gain experience in developing marketing strategies and plans. The course is taught using a combination of lectures, discussions, case analyses, student presentations, and exams.

COMM 251: Organizational Behaviour

This course introduces students to the study of human behaviour in organizations. The purpose is to provide a coherent account of the causes and consequences of organizational behaviour. Lectures, discussions, cases and exercises will be used to broaden the students' understanding of working environments. Whenever possible, students' own employment experiences will be drawn upon as a basis for understanding the concepts discussed. This course is not open to students enrolled in the Commerce Program.

COMM 302: Launching New Ventures

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.

PRE-REQUISITES - COMM 201 or COMM 305

COMM 304: Organizational Intelligence and Strategy

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, reconfiguring 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.

COMM 305: Intro. To Entrepreneurship

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.

COMM 307: Cdn Business-Govt Relations

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.

COMM 309: Real Estate Management

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.

COMM 311: Fin Acctng Pract Prin & Concep

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.

PRE-REQUISITES - COMM 111/211

COMM 313: Financial Accounting II

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.

PRE-REQUISITES - COMM 311

COMM 317: Auditing

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.

PRE-REQUISITES - COMM 311 and COMM 401 (co-requisite)

COMM 322: Advanced Corporate Finance

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.

This course is open to Commerce exchange students with permission only, space may be limited.

PRE-REQUISITE (Incoming Exchange) - equivalent to COMM 121 (Intro to Finance) and COMM 172 (Managerial Economics) or ECON 112 (Intro to Macroeconomics) a University level calculus is highly recommended

COMM 323: Corporate Financial Planning

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 the 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).

This course is open to Commerce exchange students with permission only, space may be limited.

PRE-REQUISITE (Incoming Exchange) - equivalent to COMM 121 (Intro to Finance) and COMM 122 (Finance II) and an upper year Finance course

COMM 324: Investments & Portfolio Mgmt.

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.

This course is open to Commerce exchange students with permission only, space may be limited.

PRE-REQUISITE (Incoming Exchange) - equivalent to COMM 121 (Intro to Finance) and COMM 122 (Finance II) and some knowledge of statistics

COMM 326: Private Equity

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.

This course is open to Commerce exchange students with permission only, space may be limited. PRE-REQUISITE (Incoming Exchange) - equivalent to COMM 121 (Intro to Finance) and COMM 122 (Finance II) and some knowledge of statistics

COMM 328: International Finance

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.

This course is open to Commerce exchange students with permission only, space may be limited. PRE-REQUISITE (Incoming Exchange) - equivalent to COMM 121 (Intro to Finance)

COMM 329: Mgmt Of Financial Institutions

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.

This course is open to Commerce exchange students with permission only, space may be limited.
PRE-REQUISITE (Incoming Exchange) - equivalent to COMM 121 (Intro to Finance) and COMM 122 (Finance II)

COMM 333: Marketing Strategy

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. objectives. 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.

PRE-REQUISITES - COMM 131/231 or COMM 132

COMM 335: Marketing Communications

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.

PRE-REQUISITES - COMM 131

COMM 336: Consumer Behaviour

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.

PRE-REQUISITES - COMM 131/231

COMM 341: Intro To Prod & Oper Mgmt

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.

This course is open to Commerce exchange students with permission only, space may be limited.

COMM 350: The Future: Forecasting and the Business Environment

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.

COMM 351: Leadership

This seminar style course examines the practice and impact of leadership in organizations and communicates 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.

PRE-REQUISITES - COMM 151/251

COMM 354: Relationships & Reconciliation in Business and Beyond

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.

COMM 356: Diversity and Inclusion in Organizations

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.

COMM 357: Interpersonal Skills For Mgrs

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.

COMM 365: Advanced Business Decision Modeling

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.

PRE-REQUISITES - COMM 162 and COMM 163

COMM 373: International Negotiations

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).

COMM 374: International Business Strategy

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.

COMM 375: International Business and the Nonmarket Environment

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.

COMM 381: Business Law I

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.

COMM 382: Business Law II

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.

PRE-REQUISITES - COMM 381

COMM 385: Negotiation Theory & Behaviour

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.

COMM 395: Digital Strategy & Transformation

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.

PRE-REQUISITES - COMM190 or (COMM200/600 and CISC124)

COMM 398: Bus Gov't And Global Economy

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.

COMM 401: Business and Corporate Strategy

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.

This course is open to Commerce exchange students with permission only, space may be limited.

COMM 405: New Business Development

The focus of this course is to enlighten and inspire the student towards entrepreneurial perspectives and pursuits and to provide the student 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 case and 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.

COMM 410: Strategies of Social Enterprise

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.

COMM 414: Management Control

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.

COMM 415: Corporate Governance and Control

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 crises 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.

PRE-REQUISITES - COMM 111/211 and COMM 112/212

COMM 417: Business Combinations Accounting

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.

PRE-REQUISITES - At least four courses in accounting from: COMM 111, 112, 311, 312, 313, or 414.

COMM 433: Marketing Analytics

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.

PRE-REQUISITES - COMM 131

COMM 434: Sales Management

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.

PRE-REQUISITES - COMM 132

COMM 461: Data Science for Business

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

PRE-REQUISITES - COMM 162

COMM 492: Managing Data for Business Intelligence

This course introduces students to the fundamentals of database management in organizations and the effective use of organizational data to gain competitive intelligence. It presents the basic concepts and definitions that are required to understand the role of data and business intelligence in the modern organization. Various data models are presented, paying particular attention to the relational model. Emphasis is placed on the application and development of those models through the development of a small database system. Concepts in business intelligence will be reinforced via practical work with online data warehouses and analytical tools. Management issues such as data reliability and security, as well as the implementation challenge of business intelligence solutions, will also be covered.

PRE-REQUISITES - COMM190 or (COMM200/600 and CISC124)

COMM 495: Project Management

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.

PRE-REQUISITES - COMM 190 and COMM 341