



Catalogue of McGill School of Continuing Studies

3 credit courses by subject matter

WINTER 2017

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WINTER 2017 OFFERINGS

ACCOUNTING

CACC 520 ACCOUNTING FOR MANAGEMENT

This course covers financial and managerial accounting. The course provides an understanding of the various financial statements as well as cost behaviour, cost/volume/profit relationships, budgets, responsibility accounting and relevant costing.

- Corequisite: [CMS2_500](#)

CACC 521 CONCEPTS OF FINANCIAL ACCOUNTING

This course examines accounting in a finance context, how to prepare, interpret, and make decisions based on accounting information. The course examines the process of recording and reporting accounting transactions, the elements of financial statements, and the preparation of various financial statements.

CCAU 511 AUDITING 1

An introduction to: the nature and purpose of auditing, appointment, remuneration, powers, duties and responsibilities of an auditor; internal control; audit programs, financial statement presentation; procedures for verification of items in financial statements; audit reports.

- Prerequisite: [CCFC_512](#)
- Requirements for entry into the Graduate Diploma in Public Accountancy.

CCFC 511 FINANCIAL ACCOUNTING 1

Theoretical and practical foundation of financial reporting, specifically focusing on the accounting concepts, the accounting process, revenue and asset recognition, their measurement and disclosure.

- Prerequisite: [CACC 521](#)

CCFC 512 FINANCIAL ACCOUNTING 2

A detailed review of the accounting for current and long term assets and liabilities, intangibles and shareholders' equity; determination of accounting income and the treatment of prior period adjustments and extraordinary items; working capital and flow of funds; financial statement presentation; partnerships. Current practices and the relevant CICA recommendations will be reviewed in terms of theoretical concepts and principles.

- Prerequisite(s): [CCFC 511](#) and [CFIN 512](#)

CCFC 513 FINANCIAL ACCOUNTING 3

The underlying concepts and accounting treatment of intercorporate investments, business combinations, purchases and pooling of interests, including a detailed examination of the CICA recommendations. Reorganizations; valuation of business enterprises; branches, domestic and foreign; consignments; installment sales; estate and trust accounting.

- Prerequisite: [CCFC 512](#)

CCLW 511 LAW 1

Sources and administration of law; the Canadian Constitution and the division of powers; the Quebec Civil Code, comprising the law of persons, the law of property, obligations, contracts, sale, lease and hire, mandate, suretyship, hypothecs and prescription.

CCMA 511 MANAGERIAL ACCOUNTING 1

Introduction to cost accounting. Elements of cost; job order and process cost systems; budgeting; standard costs and analysis of variances; cost/volume/profit relationships; variable costing; relevant costs.

- Prerequisite: [CCFC 511](#)

CCMA 522 MANAGERIAL ACCOUNTING 2

Building on Managerial Accounting I, this course examines the processes used by management to make decisions relating to business operations; investments; financing (including income tax implications); bankruptcy; liquidation and receivership. Business and Securities Valuation Techniques and considerations; and operations management techniques and considerations are included.

- Prerequisite: [CCMA 511](#)
- CGA Requirement
- CMA Requirement
- Requirements for entry into the Graduate Diploma in Public Accountancy

CCMA 523 MANAGERIAL ACCOUNTING 3/MANAGEMENT CONTROL

Core management control problems, the management control systems available to address those problems, and important situational factors that can cause managers to choose one set of management controls over another are examined. Coverage of management controls is extended to situations that deserve special attention.

- Prerequisite: [CCMA 522](#)

ENTREPRENEURSHIP

CEN2 505 SALES AND NEGOTIATION STRATEGIES

Identify target customers, crystalize the venture's customer value proposition, and develop an effective sales plan. Also, "win-win" business negotiation techniques will be reviewed.

FINANCE

CFIN 500 FINANCIAL MARKETS & INSTITUTIONS

This course will focus on how the three main types of financial institutions, banks, insurance companies, and investment firms, facilitate the flow of funds through the economy. In addition, various financial markets including bond, money, equity, foreign exchange, commodity, and derivatives, are examined.

CFIN 507 ANALYSIS OF FINANCIAL STATEMENTS

This course addresses financial statement analysis and related topics, including impact on firm valuation of alternative accounting methods, management biases, and stakeholder interests. The course also strengthens and develops analytical skills through real world examples and cases.

- Prerequisite: [CACC 521](#)

CFIN 512 CORPORATE FINANCE

Fundamental finance theory as applied to the firm's short and long-term financing and investment decisions and the sources of funds available to it (stocks, bonds, derivatives). Exposure to critical

concepts of "firm value maximization" emphasizing capital budgeting, cost of capital, capital structure, derivatives, dividend policy, risk and return.

- Prerequisite(s): [CACC 520](#) or [CACC 521](#)
- Corequisite(s): [CMS2 521](#)

CFIN 522 APPLIED TOPICS: CORPORATE FINANCE

Concepts and techniques developed in earlier courses are extended and/or applied to problems faced by managers in Corporate Finance. Such problems include: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. Stresses the application of theory and techniques; and makes extensive use of case studies.

- Prerequisite: [CFIN 512](#)
- CGA Requirement
- CMA Requirement

CFIN 525 TREASURY MANAGEMENT

This course deals with the key aspects of short-term financial management. Describes a framework for decision making followed by a brief introduction to the Canadian banking and payments system from the perspective of the corporate treasurer. Corporate cash planning and forecasting will also be studied, followed by description of collection and disbursement systems in Canada. Strategies for the management of short-term investment and borrowing portfolios are described, including the available instruments for management of interest rate and foreign exchange risk.

- Prerequisite: [CACC 521](#)

CFIN 528 STRATEGIC ASSET AND LIABILITY MANAGEMENT

This course examines the essential concepts in Asset Liability Management in banks and insurance companies, focusing on managing risks such as liquidity risk, interest rate risk, credit risk, and operational risk. It also looks at strategic tools to manage these risks.

- Prerequisite: [CACC 521](#)

CFIN 530 INVESTMENT ANALYSIS

Deals with security analysis and investment techniques covering the different types and classes of securities. The sources of information, methods of compiling statistics, and assessment of comparative values are discussed, together with portfolio objectives and differing philosophies of investment management. Broad economic trends and international political climates affecting security values are analyzed.

- Prerequisites: [CEC2 532](#) and [CFIN 512](#)

CFIN 540 INTRODUCTION TO INTERNATIONAL FINANCE

The international financial environment as it affects the multinational manager. In-depth study of the various balance of payments concepts, adjustment of the external balance, and the international monetary systems, will be followed by a review of theory and institutional aspects of the foreign exchange and the international markets.

- Prerequisite: [CFIN 512](#)

CFIN 553 CORPORATE MERGERS AND ACQUISITIONS

The mergers and acquisitions field is introduced and presentation and research skills for the investment banking or merger arbitrage industries are developed and strengthened. Theory from corporate finance is applied to the analysis of mergers, acquisitions, and related transactions. Methodology for preparation of a job interview product is also presented.

- Prerequisites: [CACC 521](#) and [CFIN 512](#)

HEALTH AND SOCIAL SERVICES MANAGEMENT

CHLC 500 HEALTH AND SOCIAL SERVICE SYSTEMS

An overview of the present Québec and Canadian health and social service system: its components, organization, management and challenges/uncertainties; its recent evolution, present organization and foreseeable direction. Interaction and interface between the health system and other social systems; roles and various levels of government and private sector.

CHLC 552 LEGAL ASPECTS: HEALTH & SOCIAL SERVICES

Health care system in Quebec, the federal and provincial law relevant to it. Explores relationships between civil and criminal law, law and medicine, law and ethics. Major legislation, case law and legal writings will be presented. Addresses human rights, professional responsibility, civil, criminal liability and dilemmas raised by new technologies.

- Corequisite: [CHLC 500](#)

CMS2 533 LEAN OPERATIONS AND PERFORMANCE MANAGEMENT IN HEALTH SERVICES

Role of operations management and how to create public value by delivering services effectively and efficiently, and measure the performance of the organization, including how the lean approach in healthcare can provide “outside of the box” solutions to resolve process issues and improve quality, cost and delivery of healthcare services.

- Corequisite: [CHLC 500](#).

HUMAN RESOURCES MANAGEMENT

CORG 551 BEHAVIOUR IN ORGANIZATIONS

The implications for management and the essential concepts of social psychology such as motivation, perception, attitude change and organization. Group and organizational dynamics will be the major emphasis of the course. Classroom discussion and student participation is encouraged.

CORG 553 EMPLOYEE AND LABOUR RELATIONS

Industrial relations framework, its legal, political, social, economic, ecological and ethical subsystems. Processes governing union-management relations, collective bargaining and dispute resolution, and the roles of executives, supervisors, employees, employee representatives, HR-IR professionals in effective employee relations in unionized and non-unionized environments.

- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources concentration), & Grad. Certificate in Human Resources Management.

CORG 554 MANAGING OCCUPATIONAL HEALTH AND SAFETY

How to develop, implement and manage effective health and safety programs; competencies and roles of employees, supervisors, executives and HR; strategic, legal and ethical implications of legislation, risk behaviour; socio-psychological aspects of mental and physical health and safety issues; communications and training strategies.

- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources concentration), & Grad. Certificate in Human Resources Management.

CORG 555 STRATEGIC HR MANAGEMENT

Linking HRM and business strategy; role of HR in the organization and alignment with strategic management. Overview of HR functional areas and the competencies required to become a successful HR professional; impact of HR policies, processes and practices on employees, teams and organizations, including legal and ethical implications.

- Corequisite: [CORG 551](#)
- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources concentration), & Grad. Certificate in Human Resources Management.

CORG 560 STAFFING ORGANIZATIONS

HR planning and succession planning; organizational and job analysis; recruitment and selection processes which enhance individual performance and organizational effectiveness; recruitment and selection planning; validation and evaluation measurements. Strategic, legal and ethical implications of staffing practices and decisions will be analyzed.

- Prerequisite: [CORG 555](#)
- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources concentration), & Grad. Certificate in Human Resources Management.

CORG 561 DEVELOPING HUMAN RESOURCES

Human performance technology and organizational learning models address individual, team and organizational performance problems: diagnosing workplace situations, identifying causes, selecting appropriate interventions, implementing change, and evaluating results; increasing client capability delivering results while considering internal and external factors affecting performance (competing pressures and resource constraints); strategic, legal and ethical implications.

- Prerequisite: [CORG 555](#)
- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources concentration), & Grad. Certificate in Human Resources Management.

CORG 562 TOTAL COMPENSATION AND REWARDS

Strategic compensation management within a behavioral framework to understand rewards and motivation, work satisfaction and performance. Use of financial and non-financial rewards to attract, retain and motivate. Legal, economic, ethical and culture-fit issues in the design and implementation of direct and indirect compensation policies and systems.

- Prerequisite: [CORG 555](#)

- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources concentration), & Grad. Certificate in Human Resources Management.

CORG 565 MANAGING HR MANAGEMENT INFORMATION

How to measure human resources management value and effectiveness; data sources relevant to strategic, operational, legal and ethical HR decisions: acquiring and analyzing data from HRIS, internet, surveys; methods to ensure validity of HR metrics. Survey of specialized computerized HRM applications.

- Prerequisite: [CORG 555](#)
- Restrictions: Restricted to students in the Diploma in Human Resources Management, Diploma in Management (Human Resources Concentration), Grad. Certificate in Human Resources Management.

INTEGRATED AVIATION MANAGEMENT

CIAM 510 OVERVIEW OF THE AVIATION FIELD

This course examines the field of aviation, its past, present and future as related to the following: airlines, airports, regulatory bodies, service providers, air navigation, as well as the evolution of air traffic.

CIAM 521 AVIATION SAFETY AND SECURITY MANAGEMENT

Course examines the evolution and principles of managing safety and security in aviation by different aviation service providers, such as aviation training organizations, airlines, maintenance organizations, manufacturers, air navigation service providers and airports.

- Prerequisite: [CIAM 510](#)

CIAM 524 AIRLINE MANAGEMENT

This course will review the functions and decision-making process involved in planning and executing airline operations. Topics include: selection of routes and flight networks, fleet diversity, aircraft maintenance locations, gate assignments, air and ground crew scheduling, airline partnerships and the effects of deregulation.

- Prerequisite: [CIAM 510](#)

CIAM 526 AIR CARGO MANAGEMENT

Course explores the operations, business and regulations related to cargo management. Some of the topics include: packaging and transportation options appropriate for each industry's type or category of product, third party logistics providers, warehousing, costs, and implications on safety and security.

- Prerequisite: [CIAM 510](#)

INTERNATIONAL BUSINESS

CPL2 524 INTRODUCTION TO INTERNATIONAL BUSINESS

This course deals with fundamental international business issues: the international business environment, foreign exchange risk, multinational corporations, international organizations, international sources of financing, international marketing policies, essential factors to be considered when entering foreign markets (licensing and exporting) and international management.

INTERNET BUSINESS

CMIS 541 INFORMATION SYSTEMS FOR MANAGERS

Introduces the importance of Information Systems (IS) in organizations and issues associated with managing these. Provides a strategic view of IS and Information Technology (IT). Students will be presented with managerial, informational and technological issues related to the management of IT, and with a framework to better manage them. Class discussions, case analysis, presentations.

CMIS 543 INTERNET BUSINESS ANALYSIS AND OPTIMIZATION

Tools and techniques to effectively analyse and optimize online internet businesses; monitor and analyse social media channels to understand internet competitive intelligence. Management strategies in tracking and reporting of website activities. Practical skills to optimize web traffic. Improve navigation, local search and web user experience.

CMIS 544 SOCIAL MEDIA MKTG & TECHNOLOGY

Examines the use of social media in business, new channels of marketing, advertising and communication that make up the social media space, leveraging marketing channels for optimal results. Utilizes case studies and lab exercises from large corporations and small business to provide hands-on experience and real-world examples.

INTERNET BUSINESS TECHNOLOGY

CCS2 508 WEB APPLICATION DEVELOPMENT

Use of web application frameworks to improve both productivity and time to market. Primary technology and fundamental architectural elements of programming web sites that produce content dynamically. Client-side and server-side application development, databases within web applications, and open source software stack for web applications.

- Restriction: Students must have successfully completed an introductory computer programming course. Students who have not met this requirement must successfully complete [CCCS 300](#).

CCS2 550 MULTIMEDIA COMMUNICATION DESIGN AND MARKETING

Emphasis on the application of visual communication and knowledge management in business decision making, communication, marketing and research. Focus on identification and management of tools, media, channel delivery and customer interaction. The course explores the applications, formats and best practice strategies in reaching the target audiences.

LEADERSHIP

CPL2 510 COMMUNICATION AND NETWORKING SKILLS

This course will provide students with leadership skills pertaining to communication and networking in the workplace. Topics covered include influencing, appraising situations, business networking, teamwork and delivering effective presentations.

CPL2 532 LEADING CHANGE

Leading and managing change issues, including the leader as a change agent and the change process itself. Various models of change and change leadership will be reviewed, as well as follower reluctance or resistance to change and strategies that leaders can use to gain follower commitment.

CPL2 533 DEVELOPING LEADERSHIP SKILLS

Role of leadership training and development in personal and organizational effectiveness. Assessing and developing personal leadership skills; developing leaders in organizational settings.

CPL2 552 STRATEGIC MANAGEMENT

Includes analysis of major forces driving organizations, explores mission development, goal selection, corporate strategy, policy formulation for the benefit of all stakeholders. Discusses situations confronting senior managers in the competitive environment, includes topics such as the identification and evaluation of strategic alternatives, the management of control processes for increased productivity, etc

MANAGEMENT

CGM2 510 PROJECT MANAGEMENT: TOOLS AND TECHNIQUES

Focus on main concepts and theories of project management from initiation to close-out. Topics include: project life cycle, planning, scheduling, implementing, monitoring, controlling, close-out and ethics. The concepts presented apply to projects of various sizes, types and degrees of complexity.

CMS2 500 MATHEMATICS FOR MANAGEMENT

Basic mathematics needed for business applications, including graphs of functions, series summation, mathematics of finance, annuity, discounted cash flow, internal rate of return, permutations, combinations, maxima and minima of functions with business applications in optimization, introductory statistics and probability

- Prerequisite: [CMSC 000](#)
- Note: "Mathematics for Management" must be completed in the first semester of the Diploma in Management program.

CMS2 521 APPLIED MANAGEMENT STATISTICS

Statistical methods used in a variety of business situations, emphasizing application and providing a working knowledge of the most widely-used techniques. Topics include descriptive statistics; probability distributions; sampling procedures and distributions; inferential statistics including estimation; hypothesis testing and Anova; simple linear, multiple regression and correlation; time series and forecasting.

- Prerequisite: [CMS2 500](#) or the Exemption by Examination Test

MARKETING

CMR2 542 MARKETING PRINCIPLES AND APPLICATIONS

Covers the different aspects of marketing operations: the marketing concept, the analysis and research of market opportunities, the planning, implementation, and control of the marketing program (Product, Promotion, Distribution, and Pricing). The course focuses on Canadian market environment and Canadian marketing institutions. Lectures and case studies on an individual basis and/or involving team work will be used.

CMR2 543 MARKETING OF SERVICES

Concepts of service marketing. Current trends. Strategic marketing plans for services. Customer satisfaction issues in services marketing: timing, communication, quality, loyalty. Service marketing for private and public sectors.

- Prerequisite: [CMR2 542](#) and [CMR2 548](#).

CMR2 548 PROCESSES OF MARKETING RESEARCH

Comprehensive review of statistics, with emphasis on key issues required to understand and communicate marketing information: descriptive statistics, measures of central tendency, theory of probability, normal distributions, hypothesis testing, correlation and regression. Marketing research: qualitative and quantitative data collection techniques, interpretation of secondary on-line research.

CMR2 556 BUYER BEHAVIOUR

This course focuses on the behaviour of the consumer in the marketplace and the research approaches used to gain an understanding of that behaviour. Once sensitized to issues of human behaviour in this context, students develop a deeper understanding of the basic processes specific to consumer behaviour.

- Prerequisites: [CMR2 542](#) and [CMR2 548](#)

CMR2 564 MARKETING COMMUNICATIONS: A STRATEGIC APPROACH

Strategic approach to the integrated marketing communications mix: advertising, promotion, creative, direct marketing, public relations, and sponsorships. Use and effects of social media. Communication theory and ethical issues.

- Prerequisites: [CMR2 542](#) and [CMR2 548](#)

CMR2 566 GLOBAL MARKETING MANAGEMENT

Marketing management considerations of a company seeking to extend beyond the confines of its domestic market. A review of product, pricing, channels of distribution and communications policies to develop an optimum strategy (between adapting completely to each local environment and standardizing across them) for arriving at an integrated and profitable operation. Particular attention to international marketing and exporting in the Canadian context.

- Prerequisites: [CMR2 542](#) and [CMR2 548](#)

CPRL 520 APPLIED PR COMMUNICATION

Identification, analysis and solution of communication problems in a variety of public relations contexts. Emphasis on planning, audience, research, content, effectiveness, language, editing and design of communication tools. Practical approaches to print and Internet communication, oral presentations, and writing for media.

- Corequisite: [CPRL 510](#)
- Note: Given in a workshop setting, this course will allow students to improve their skills through practice, instructor feedback and peer evaluation. Owing to the nature of the subject matter, assignments must be submitted in English.

CPRL 531 MEDIA CONTEXT & APPL.

Context in which media operate (regulation, ownership, practical constraints). Building relationships with journalists. Media theory and current trends in media uses and technology. Strategies and tools for communicating through media, including message development, spokesperson training and media events. Crisis and risk communications.

- Corequisites: [CPRL 510](#) and [CPRL 520](#)

CPRL 533 COMMUNICATIONS IN CORPORATE SECTOR

This course will provide exposure to issues and functions essential for practice in the corporate sector, issues management, crisis communications, financial communications, branding and reputation management, as well as communications related to mergers and acquisitions. It will also provide the basic financial literacy necessary for any communications management professional.

- Prerequisites: [CPRL 510](#) and [CPRL 520](#)

CPRL 535 PUBLIC OPINION & PUBLIC POLICY

How organizations, voters, media and interest groups work to influence public policy, and how the efforts of each affect the others. Government relations at the political and public service level, including lobbying, advocacy, and regulatory issues. Coalition building. Public opinion research methods and theory. Media and democracy.

- Corequisite: [CPRL 531](#)

CPRL 540 COMMUNICATION PLANNING

Communication plans in real situations. Topics include environmental scanning, audits, strategy and implementation of plan, including timelines, budgeting, working with suppliers and consulting skills. Emphasis on evaluation and return on investment of communication.

- Prerequisites: [CPRL 530](#) and [CPRL 535](#)
- Note: Students will interact with practitioners in the field. Considerable time will be required outside of classroom hours, as students will work in teams against tight deadlines. It is recommended that students not take on a heavy course load during the term they take this course.

SUPPLY CHAIN AND OPERATIONS MANAGEMENT

CMS2 527 BUSINESS INTELLIGENCE AND ANALYTICS

This course provides a managerial and technical focus on computational and business techniques which can help to identify new business opportunities and transform an organization's future by optimizing operational and strategic decision making.

- Prerequisite(s): [CMS2 500](#)

CMS2 540 SIX-SIGMA QUALITY MANAGEMENT

The course includes a coherent and integrated description of the Six-Sigma methodology, from the problem definition phase to the control phase that demonstrates the stability of the solution. In addition, the course clarifies the relation of Six-Sigma to LEAN and summarizes the patterns to deploy Six Sigma in an organization.

- Prerequisite: [CMS2 500](#) and [CMS2 532](#).

CMS2 524 MANAGEMENT OF SERVICE OPERATIONS

The course takes an operations point of view to look at companies and industries in the services sector. It builds on conceptual frameworks and cases from a wide range of service operations, selected from health care, hospitality, internet services, transportation, retailing, financial services, humanitarian services, government services, and others.

- Prerequisite: [CMS2 515](#)

CMS2 525 SUPPLY CHAIN MANAGEMENT

This is an applications-oriented course in supply chain strategy and macro-processes of supply chain management such as supplier relations management, customer relations management, logistics and distribution. Use of operations research models and computer software will be an integral part of this course.

- Prerequisites: [CMS2 505](#) and [CMS2 515](#)

TAXATION

CCTX 511 TAXATION 1

Basic principles of tax law; residence, meaning and computation of taxable income; computation of personal tax; foreign tax credits; capital gains; partnerships; trusts; administration and enforcement; case decisions; Revenue Department bulletins, circulars and rulings; appeals.

- Prerequisite: [CACC 521](#) or [CACC 520](#)

CCTX 532 TAXATION 2

The theory, techniques and considerations in federal corporate taxation will be analyzed. Federal sales tax; provincial sales tax and current issues in taxation will also be discussed.

- Prerequisite: [CCTX 511](#)
- CGA Requirement