



Faculty of Liberal Arts and Professional Studies
School of Human Resources Management

AP/HRM4481
Organizational Communication

SUMMER 2025 – SECTION A

SECTION INFORMATION

Course Director: Dr. Indira Somwaru
Email: isomwaru@schulich.yorku.ca
Delivery Mode: Asynchronous (on e-class)

Office Hours: By appointment
Course Web site: eclass.yorku.ca
Start Date: The week of May 5, 2025

Technical requirements: A computer with webcam and microphone, stable, higher-speed Internet connection.

COURSE DESCRIPTION

Effective organizational communication is a primary tool for creating and sustaining a competitive advantage in organizations of all types, sizes, and stages of development. In this course you learned about the importance of organizational communication, a variety of key theories surrounding organizational communication, some of the different roles it can play and the forces that benefit or hinder effective communication. Students will be introduced to the principles and value of communicating in any work setting and to different types of audiences. The course will be taught from both theoretical and practical perspectives of communication.

COURSE GOALS

- Examine the importance of organizational communication and how to communicate effectively in organizations.
- Consider the history and key theories of organizational communication.
- Analyze forces that benefit or hinder effective communications inside and outside the organization.
- Express the role of verbal and nonverbal messages as well as effective use based on culture and gender.
- Increase awareness to own and other communication effectiveness, through peer-feedback loops, practical exercises and real-world case analysis of organizational communication issues.

PREREQUISITES AND ENROLMENT POLICY

Prerequisites: 66 credits including AP/ADMS 2400 3.00 and AP/HRM 2600 3.00. For BCOM students ADMS 2400 only.

About course registration: Please direct all registration questions to the main office of the School of Human Resources Management (lapsshrm@yorku.ca). I cannot enroll you in the course. The best strategy to enroll in the class is to visit the online course registration system regularly until a space becomes available. Students are expected to keep up with the course submission deadlines regardless of timing of enrolment.

Times and deadlines are in Toronto time. For those not in Toronto/GTA time zone, click for time converter (use the checkboxes to show time difference):
<https://www.timeanddate.com/worldclock/converter.html?iso=20200906T040000&p1=250>

OFFICE HOURS: An individual/team appointment can also be arranged by email (please send your schedule in that email to facilitate the scheduling). Office hours can be on zoom or phone call.

REQUIRED TEXT(S)

- 1) Impact: A Guide to Business Communication (Northey and Seijts) 10th edition, Pearson 2024 (**available as e-text: www.vitalsource.com**)
- 2) Organizational Communication: Approaches and Processes (Catherine Miller) 8th edition, Cengage Learning (**available as e-text: www.cengage.ca**)

Additional readings and resources may be provided through links on the course website.

COURSE FORMAT

The course is taught asynchronously. We will not meet formally in class each week but rather, course material in the form of lecture notes and other resources will be organized weekly online for you to read, complete assigned activities and share your thoughts on assigned readings and activities on the discussion board.

My Role

My role is to facilitate your progress through the course by posting relevant course materials, answering questions on assignments and tests and grading such materials. I am

available for answering questions on course materials and other course concerns via e-mail and if the issue cannot be resolved by e-mail, then by appointment on Zoom.

Your role

Students are expected to read and complete activities posted weekly and to participate in discussions assigned on the discussion board on a weekly basis.

COURSE REQUIREMENTS FOR REMOTE LEARNING

- Several platforms will be used in this course (e.g., eClass (moodle), Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another. Please review the course outline and regular updates to the course website to keep up with the schedule, times of synchronous activities, and meeting of deadlines.
- Timed exams will be used in this course, which will be administered through the Learning Management System (e.g. eClass/Moodle). Turnitin (or equivalent) will be used. Students are required to have access to minimum technology requirements to complete examinations. Students will be provided with information about the exam setup and will be expected to be familiar with that setup prior to the exam. Students are expected to ensure that they have a stable and reliable internet connection for the duration of the exam. No extensions will be provided for technical issues.

TECHNICAL REQUIREMENTS & SUPPORT

We will not be meeting live online, but instead all course activities will be done asynchronously in the e-class course shell. Please ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass/Moodle and Zoom apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone may be needed for certain communication.

Check out these links for e-learning information and quick help:

- LA&PS Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- York U's Student Guide to eLearning: <http://elearning-guide.apps01.yorku.ca/>
- Technology requirements and FAQs for eClass: <https://lthelp.yorku.ca/95440-student-faq>
- Student Guide to eClass: <https://lthelp.yorku.ca/student-guide-to-moodle>
- Zoom meeting etiquette: <https://lthelp.yorku.ca/94581-zoom/zoom-meeting-etiquette>

Additional computing support:

- Computing for Students Website: <https://student.computing.yorku.ca/>
- UIT laptop borrowing program: <https://laptops.uit.yorku.ca/> (if still available)
- Check your internet connection speed: www.speedtest.net

COMMUNICATION

COURSE ANNOUNCEMENTS: Notices and updates will be posted to the Course Announcements forum on the course website. You will receive an e-mail notice when an announcement is posted (sent to your preferred email on your eClass/Moodle profile).

- a. When responding to an eClass email announcement, please ensure to replace the recipient address with my email (isomwaru@schulich.yorku.ca), or else the message will not be delivered to me.
- b. Please check your spam folder regularly in case it captures any of the announcements made there.

EMAIL COMMUNICATION: When contacting instructor Indira Somwaru via email, please use the prefix HRM3450 M for the subject line of your message. Also include in the subject line a brief description of your inquiry. Please remember to identify yourself with your full name and student ID. For example: "HRM3450 M– question about chapter____(YourName, Student ID 123456789). This information would ensure that I can associate you with the correct course/section and speed up my response to your query.

COURSE EVALUATION COMPONENTS

Your course grade will be based on the following components:

Team Case Analysis: 20%

Midterm: 20% - **ONLINE** Saturday, June 14 9 am to 11 am EDT (Toronto time). Duration **2 hours**

Discussion Board: 10%

Individual Exercises: 30%

Final Term Test: 20%

Dates and weighting of the components may change slightly (no later than May 23, 2025).

Class Schedule:

Date	Chapter	Assignments
Week of May 5	Miller: Ch. 1 Complexities of Organizational Communication Miller: Ch. 2 Classical Management Approaches to Communication Northey: Ch. 1 Thinking About Communication	Discussion Board Exercise
Week of May 12	Miller: Ch. 3 Human Relations/Human Resources Approaches to Communication Northey: Ch. 2	Discussion Board Exercise
Week of May 19	Miller: Ch.4 The Systems Approach to Communication Northey: Ch. 3 Strategies in Planning/Writing	Discussion Board Exercise
Week of May 26	Miller: Ch. 7 Communication During Socialization Northey: Ch. 4 Routine/Good News Correspondence	Discussion Board Exercise
Week of June 2	Miller: Ch. 8 Communication in Decision-Making Northey: Ch. 5 Bad-News	Discussion Board Exercise

	Correspondence	
Week of June 9	MIDTERM	ONLINE Saturday June 14, 9 am to 11 am (2 hours)
Week of June 16	BREAK WEEK	
Week of June 23	Miller: Ch. 9 Conflict Management And Communication Northey: Ch. 6	Discussion Board Exercise
Week of June 30	Miller: Ch. 10 Communication and Leadership Northey: Ch. 7	Discussion Board Exercise
Week of July 7	Miller: Ch. 11 Communication & Emotion Northey: Ch. 8	Discussion Board Exercise Team Case Analysis (1) Due Friday, July 11, 11:59 pm
Week of July 14	Miller: Ch. 12 Diversity Challenges in Communication Northey: Ch. 9	Discussion Board Exercise
Week of July 21	Miller: Ch. 13 Impact of Technology Northey: Ch. 10	Discussion Board Exercise
Week of July 28	Miller: Ch. 14 Effects of Globalization Northey: Ch. 11	Discussion Board Exercise Final Term Test ONLINE Saturday August 2, 9 am to 11 am EDT Toronto time (2 hours)

MID-TERM June 14 (20%) This exam will be online.

The mid-term exam is weighted 20% of your final grade. The purpose is to examine your knowledge regarding the course material. The detailed format will be announced in e-class.

Students seeking religious accommodations or alternate exam provisions are expected to follow York University policies and guidelines regarding advance notice and procedures.

MIDTERM EXAMINATION CONFLICTS & MISSED MIDTERM EXAMINATIONS

Any exam conflicts (religious accommodations, YU sports team participation, or overlap with another YU midterm examination) must be communicated by the student via email to the Course Director (instructor) no later than **two (2) weeks (14 days)** before the exam date. Full details about the conflict must be provided (date, time, location, link/URL if available, contact person where applicable (e.g. coach)). In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their conflict notice/request.

In line with School of HRM practice, make-up midterm examination dates will not be available. Students who were unable to write the Midterm Examination on its original date for other reasons (e.g., illness) may request approval for an accommodation for the missed Midterm Exam. Requests for consideration must be submitted via to the Course Director **no later than seven (7) days** from the date of the Midterm Exam. Requests must include a statement indicating the reason for the request, providing relevant documentation to support this request. Students who missed the midterm examination and had their request approved, will normally have the weight of their missed midterm examination transferred to the final examination. This final exam will normally be more comprehensive than the regular final examination, as it covers both the midterm and final examination content in detail. When requests are not approved, a grade of zero will be applied to the midterm examination component. In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their request. Students whose requests are not approved, or those who did not submit a request within the required timeline, will receive a grade of zero on the Midterm.

General: Please do not include picture attachments, only pdf.

DISCUSSION BOARD (10%) Due weekly on Sunday at 11:59 pm

Starting in week 1 students are required to post their response to the assigned discussion question or activity (posted on each weekly discussion board). Your original post will be worth 10 marks. For full marks, your posted response should have depth (2-3 paragraphs) and reference chapter concepts in a thoughtful, analytical manner. **Discussion questions will be based on readings from the Miller text.**

Students will also respond to one other student's post on the topic. For 5 marks, you must answer the question posed by one other student. I am looking for an original comment (not comments such as "yes, I agree" or a repetition of material in the course). You must make at least one informed and interesting comment according to the schedule above.

To re-cap:

Each week you will make an original post to answer the discussion question. (7 marks)
Each week you will respond to another student's post. (3 marks)

Due date for weekly postings: Sunday, 11:59 pm.

Your participation mark will be posted during the final week of the course.

TEAM CASE ANALYSIS (20%)Due July 11 , 11:59 pm

Team project (20%): Case Analysis Written Report

In the beginning of the semester students will be divided into groups via E-class portal. Each student will be assigned to a group on the course website and each group will be assigned a case for the analysis. Groups' objective is to understand the issues and the whole situation demonstrated in the case. You will need to carefully examine all the aspects of the case and find a solution. *The report should analyze the case drawing on the theory covered in the course.* A case study written analysis requires your team to investigate a business problem, examine the alternative solutions, and propose the most effective solution using supporting evidence. The structure of the case written report should be as the following:

1. Introduction:

- Identify the key problems and issues in the case study.
- Formulate and include a thesis statement, summarizing the outcome of your analysis in 1–2 sentences.

2. Background of the case:

- Set the scene: background information, relevant facts, and the most important issues.
- Demonstrate that you have researched the problems in this case study.

3. Evaluation of the case what is wrong, what are the major problems (issues):

Identify several issues.

4. **Proposed Solution/Changes/Recommendations**

- Provide specific and realistic solution(s) or changes needed for each of the issue you have identified.
- Explain why these solutions was chosen.
- Support solutions with solid evidence, such as:
 - Concepts from class (text readings, discussions, lectures)
 - Outside research
 - Personal experience (anecdotes)

Your **written report** should be no longer than **10 pages, double-spaced**, with numbered pages, 1inch margins and font Times New Roman -size no smaller than 12-point. The title page, references and appendixes (if any) *do not* count in the page limit. Please use APA citation style. **Submission.** The report should be in electronic format and submitted to the course website on the day of the deadline. *Please note late submission of assignments will incur a penalty (up to 3 days – 5%; 4-7 days 10%, no assignments will be accepted after the 7th day and will result in a failing grade)*

Remember that one of the objectives of this project is to **apply theories/concepts/ideas from the class** and the text to a real-life case study. You may need to look over those **topics/chapters coming up** in order to use some of that material later in the course as well. *One of the things that you will be graded on is your ability to **APPLY course material in your project, so make sure that your report refers to these concepts.***

INDIVIDUAL EXERCISES (30%) Due weekly on Sunday at 11:59 pm

Students will complete weekly exercises posted in each module.

Students will be required to review the chapter concepts/slides in the IMPACT text relevant to the weekly exercise before completing the exercise. There are no formal lectures on the IMPACT concepts.

FINAL TERM TEST- Saturday, August 2, 9 am to 11 am EST) (2 hours) ONLINE

The final test is weighted at 20% of your final grade. The purpose is to examine your knowledge regarding the course material after the midterm. The detailed format will be announced in e-class.

Students seeking religious accommodations or alternate exam provisions are expected to follow York University policies and guidelines regarding advance notice and procedures.

DEFERRED FINAL EXAMS

- Deferred standing for the final exam might be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes.
- Deferred standing requests for final exams in HRM courses should follow the procedure and registration outlined here: <https://shrm.laps.yorku.ca/students/deferred-exam-request/>.
- ALL deferral concerns should be addressed to the main office (lapsshrm@yorku.ca).

Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions

Sensitive/Offensive Subject Matter

The classroom (both physical and virtual) is intended to provide a safe, open space for the critical and civil exchange of ideas and opinions. Some articles, media and other course materials may contain sensitive content that is offensive and/or disturbing. The Course Instructor will try to identify such material and communicate warnings to students in advance of the distribution and use of such materials, affording students the choice to either emotionally prepare for, or not to view or interact with, the content.

RELEVANT UNIVERSITY REGULATIONS

ACADEMIC HONESTY & INTEGRITY

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. Please familiarize yourself with the meaning of academic integrity at York by completing the interactive on-line Tutorial for students at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you avoid breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, “The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty”. Please familiarize yourself with York’s Senate Policy Academic Honesty: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Turnitin: To promote academic integrity in this course, students will normally be required to submit their written work through Turnitin (via the course eClass) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University’s use of the Turnitin service are described on the Turnitin.com website.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- LA&PS Student Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- Learning Skills Services: <http://lss.info.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- ESL Open Learning Centre: <http://eslclc.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Sexual Violence Response & Support: <http://thecentre.yorku.ca/>
- Community Safety: <https://safety.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.yorku.ca/>
- York International: <https://yorkinternational.yorku.ca/> (see special COVID-19 tab)

- My Online Services: <https://myonlineservices.students.yorku.ca/>
 - Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
 - Additional LA&PS student resources: <http://laps.yorku.ca/student-resources/>
- For important sessional dates, please refer to: <http://registrar.yorku.ca/enrol/dates/>

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in [York’s Policy on Academic Accommodation for Students with Disabilities](#):

Students who seek such accommodation for their academic studies must be registered with Student Accessibility Services. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- Exams, when relevant: If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time on a timed online examination), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.
- Other components and aspects, when relevant: Please inform the Course Director of your accommodation letter as soon as possible. Please note that sufficient notice is needed so that reasonable steps for accommodation can be discussed.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents.

Students seeking religious accommodation should pursue their request in timely fashion. For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>.

Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Reappraisals: After course grades have been released, students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of HRM. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.

Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit:
<http://acmaps.info.yorku.ca/>

All final grades will be reviewed by the School of Human Resource Management. The School reserves the right to modify

