Course: Legal Environment of Employee Relations, MGMT 431-DL  
Instructor: M. Yvonne Demory, J.D., LL.M., Assistant Professor of Business Legal Studies  
Office Location: Enterprise Hall 028  
Office Email: ydemory@gmu.edu  
Virtual Office Hours: By appointment

**Course Description:** This course is an in-depth analysis of the legal and regulatory environment of the employment relationship for School of Management majors. Course content focuses on legal and regulatory issues in employee relations from a historical and current perspective.

**Course Delivery:** This course will be delivered in an online distance-learning format. With the exception of the textbook, all lectures, movies and assignments are available on Blackboard. There are no class sessions scheduled face-to-face. However, significant virtual presence for lectures and assignments is expected. All lectures are asynchronous. Assignments must be completed in 24-hour windows (essay assignments and discussion questions) per the schedule below. Please do not enroll in this course, if you will not have significant and reliable access to a computer and the Internet during the course and especially during assignment windows.

**Course Prerequisites:** “C” or higher in BULE 302; degree status.

**Course Objectives:** To deepen students’ understanding of the laws and regulations that govern the employment relationship.

**Management Program Learning Goals:**
(1) Students will integrate key components of human resource management, including employee relations and employment law.
(2) Students will analyze and solve problems creatively.

**Course Learning Objectives:** The specific learning objectives of this course are to provide:
(1) To understand how managing compliance with the laws governing the employment relationship can provide organizations a competitive advantage through decreased exposure to costly litigation.
(2) To demonstrate a working knowledge of the legal environment for employee and labor relations.

**Text and Required Materials:** Dawn D. Bennett-Alexander and Laura P. Hartman, “Employment

**Website:** Course materials are available on Blackboard (gmu.blackboard.com), including the syllabus, audio lectures, and assignments. Grades and announcements will also be posted on Blackboard.

**Email:** Occasionally, the instructor will send announcements through GMU email. Please check GMU email regularly. When contacting the instructor by email, please give your name and course. The instructor responds to most emails within 24-48 hours.

**Disabilities:** The instructor is committed to providing reasonable accommodations for students with disabilities. Such students should contact the university’s Office of Disability Services (ODS) at 703-993-2474. This instructor must be notified of your request for any accommodations at the beginning of the semester and at least ten days prior to an assignment, if an accommodation for that assignment is being requested.

**Religious Holidays:** A list of religious holidays is available on the University Life Calendar page (http://ulife.gmu.edu/calendar/religious-holiday-calendar/). Any student whose religious observance conflicts with a scheduled course activity must contact the Instructor at least 2 weeks in advance of the conflict date in order to make alternative arrangements.

**Diversity and Inclusivity:** This course embodies the perspective that we all have differing perspectives and ideas and we each deserve the opportunity to share our thoughts. Therefore, we will conduct our discussions with respect for those differences. For further information on the university’s policy on diversity and inclusivity, please visit: http://integrity.gmu.edu/.

**Honor Code:** George Mason’s Honor Code prohibits cheating and attempted cheating, plagiarism, lying and stealing. Students are required to familiarize themselves with the George Mason Honor Code and follow it at all times. As a reminder, all assignments are to be the student’s individual work, using resources outside the course, including resources on the Internet and other individuals are strictly prohibited and a violation of the Honor Code. It is also a violation of the Honor Code to discuss any assignment with students who have not completed the assignment yet.

**Essays:**

It is imperative that you read the material and listen to the lectures before attempting the essays because you will only have 30 minutes to respond to each essay prompt.

Nine essays are scheduled during the semester. Each is worth 100 points. They will be released on the dates and times listed in the Schedule. Each essay will be available for 24 hours and you will have 30 minutes to upload your response during the 24-hour window, except for the Final. The Final comprises Essays 8 and 9, which will be available for 48 hours beginning June 17. Essays 8 and 9 will be based on any material from the entire semester. Your two lowest essay scores from the semester will be dropped. **However, you must complete Essay 1 and Essay 9 and they must be completed satisfactorily. IF YOU DO NOT COMPLETE ESSAY 1 OR 9, you are not eligible to drop that score and you may not do as well as you would like in the course.**
When completing your essays, you must upload your response as a Word document to Blackboard. You must double-space your document and type your name at the top. Your response should be no more than 300 words; your name will not be included in the word count. **You may rely on only the material available in the course (textbook, lectures, slides) for your essay and your essay must be your own original work.** Students may not collaborate with anyone in preparing their responses. No resources outside the course material are permitted. **Every essay must have case law and/or statutory law support.** For further guidance, please review the Grading Rubric and Syllabus Review posted on Blackboard before completing the essays. The instructor will make every effort to post grades within one week after each assignment.

**Because students are provided a 24-hour window to complete essays and the opportunity to drop two essay scores, there are no make-up essays or extensions. Please plan accordingly.** It is the student’s responsibility to maintain Internet and Blackboard access. Extensions will not be granted because a student’s access to Blackboard has been denied (due to expired passwords, etc.).

**Discussion Questions:**

It is imperative that you watch each movie and read the background material before responding to the movie discussion question because you will only have one hour to respond.

Students are required to watch “Mississippi Burning” and “North Country” and read related background material; movies and background material are posted on Blackboard. In conjunction with the movies, discussion questions for each movie will be available for 24 hours, as noted in the schedule. Students must respond to one discussion question (out of four) per movie within one hour during the 24-hour window noted in the schedule.

Each response should be 100-200 words and is worth 25 points. The total assignment is worth 50 points. Students may respond to a different discussion question for up to 25 extra credit points (only one additional response for extra credit is permitted during the semester). One hour is more than enough time to respond to one question and one extra credit question. However, students are required to respond to one discussion question per movie. **If a student fails to provide a response to a discussion question for BOTH movies, the student will lose the opportunity to earn extra credit.** (For example, students may not provide two responses for the “Mississippi Burning” discussion questions and then skip the “North Country” movie discussion question). Please review the Grading Rubric and Syllabus Review posted on Blackboard before completing this assignment.

**Because students are provided a 24-hour window to respond to discussion questions, there are no make-up opportunities. Please plan accordingly.** It is the student’s responsibility to maintain Internet and Blackboard access. Extensions will not be granted because a student’s access to Blackboard has been denied (due to expired passwords, etc.).
Grading:

Essays (7 of 9 essays) 700 points
Discussion Questions (25 each) 50 points*
Total 750 points

*Up to 25 points of extra credit may be earned (only if a student responds to one discussion question for BOTH movies, two total)

Grading Scale: Grades are computed by taking total points earned divided by total points in the course (750). Course grades will be assigned as follows, standard rounding is used:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>At discretion of professor</td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td>92 - 100%+</td>
<td>686-750</td>
<td>A</td>
</tr>
<tr>
<td>90 - 91%+</td>
<td>671-685</td>
<td>A-</td>
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<tr>
<td>88 - 89%+</td>
<td>656-670</td>
<td>B+</td>
</tr>
<tr>
<td>82 - 87%+</td>
<td>611-655</td>
<td>B</td>
</tr>
<tr>
<td>80 - 81%+</td>
<td>596-610</td>
<td>B-</td>
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<tr>
<td>78 - 79%+</td>
<td>581-595</td>
<td>C+</td>
</tr>
<tr>
<td>70 - 77%+</td>
<td>521-580</td>
<td>C</td>
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<tr>
<td>66 - 69%+</td>
<td>491-520</td>
<td>D</td>
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<tr>
<td>Below 66%</td>
<td>0-490</td>
<td>F</td>
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<tr>
<td>WEEK 1: 5/18-5/24</td>
<td>TOPICS</td>
<td>ASSIGNMENTS</td>
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<tr>
<td></td>
<td>Course Introduction</td>
<td>Read: Syllabus</td>
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<td>Review: Syllabus and Assignment Overview Slides</td>
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<tr>
<td>Module 1: Employment Relationships</td>
<td>Read: Chapter 1</td>
<td>Listen to: Module 1 Audio Lecture/Slides</td>
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<td></td>
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<td>Review: Knowledge Check</td>
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<tr>
<td></td>
<td></td>
<td>Watch: “Mississippi Burning” posted on Blackboard</td>
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<td></td>
<td></td>
<td>Review: “Mississippi Burning” background material posted on Blackboard</td>
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<tr>
<td>Module 2: Employment-at-Will</td>
<td>Read: Chapter 2 (pp. 41-61; 84-90)</td>
<td>Listen to: Module 2 Audio Lecture/Slides</td>
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<td>Review: Knowledge Check</td>
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<tr>
<td>Module 3: Employment Environment</td>
<td>Read: Chapter 4</td>
<td>Listen to: Module 3 Audio Lecture/Slides</td>
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<td>Review: Knowledge Check</td>
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<td>Movie Discussion Questions May 20, 1:00 PM Eastern time - May 21, 1:00 PM Eastern time, 1 hour to complete</td>
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<td>Essay 1: Related to Modules 1-3. Available May 23, 1:00 PM Eastern time - May 24, 1:00 PM Eastern time, 30</td>
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</table>
| Module 4: Employment Discrimination Concepts | Read: Chapter 2 (pp.62-80, 91-95)  
Listen to: Module 4 Audio Lecture/Slides  
Review: Knowledge Check | minutes to complete  
ESSAY 1 IS REQUIRED |
|---|---|---|
| **WEEK 2: 5/25-5/31** | **Module 5: Title VII Overview**  
Read: Chapter 3  
Listen to: Module 5 Audio/Lecture/Slides  
Review: Knowledge Check | Essay 2: Related to Modules 4-6. Available May 27, 1:00 PM Eastern time - May 28, 1:00 PM Eastern time, 30 minutes to complete |
| | **Module 6: Affirmative Action**  
Read: Chapter 5  
Listen to: Module 6 Audio/Lecture/Slides  
Review: Knowledge Check | |
| | **Module 7: Race and Color Discrimination**  
Read: Chapter 6  
Listen to: Module 7 Audio/Lecture/Slides  
Review: Knowledge Check | |
| | **Module 8: National Origin Discrimination**  
Read: Chapter 7 (pp.300-311, 327-333)  
Listen to: Module 8 Audio/Lecture/Slides  
Review: Knowledge Check | Essay 3: Related to Modules 7-9. Available May 30, 1:00 PM Eastern time - May 31, 1:00 PM Eastern time, 30 minutes to complete |
| | **Module 9: Citizenship and Immigration**  
Read: Chapter 7 (pp.311-322, 333-335)  
Listen to: Module 9 Audio/Lecture/Slides  
Review: Knowledge Check | |
<table>
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<tr>
<th>WEEK 3: 6/1-6/7</th>
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| **Module 10:** Religious Discrimination | **Read:** Chapter 11  
**Listen to:** Module 10 Audio/Lecture/Slides  
**Review:** Knowledge Check |
| **Module 11:** Gender Discrimination | **Read:** Chapter 8  
**Listen to:** Module 11 Audio/Lecture/Slides  
**Review:** Knowledge Check |
| **Module 12:** Sexual Harassment | **Read:** Chapter 9  
**Listen to:** Module 12 Audio/Lecture/Slides  
**Review:** Knowledge Check  
**Watch:** “North Country” posted on Blackboard  
**Review:** “North Country” background material posted on Blackboard |
| **Module 13:** Affinity Orientation | **Read:** Chapter 10  
**Listen to:** Module 13 Audio/Lecture/Slides  
**Review:** Knowledge Check |

**Essay 4:** Related to Modules 9-10. Available June 3, 1:00 PM Eastern - June 4, 1:00 PM, 30 minutes to complete

**Movie Discussion Questions** June 6, 1:00 PM Eastern - June 7, 1:00 PM, 1 hour to complete
| Week 4: 6/8-6/14 | **Module 14**: Age Discrimination | **Read**: Chapter 12  
**Listen to**: Module 14  
**Audio/Lecture/Slides**  
**Review**: Knowledge Check |
|---|---|---|
| **Module 15**: Disability Discrimination | **Read**: Chapter 13  
**Listen to**: Module 15  
**Audio/Lecture/Slides**  
**Review**: Knowledge Check |
| **Module 16**: Employees’ Privacy | **Read**: Chapter 14  
**Listen to**: Module 16  
**Audio/Lecture/Slides**  
**Review**: Knowledge Check |
| **Module 17**: Labor Law | **Read**: Chapter 15  
**Listen to**: Module 17  
**Audio/Lecture/Slides**  
**Review**: Knowledge Check |
| **Module 18**: Employee Protections (FLSA, FMLA, OSHA, COBRA) | **Read**: Chapter 16 (pp.746-771; 783; 794-796)  
**Listen to**: Module 18  
**Audio/Lecture/Slides**  
**Review**: Knowledge Check |

Available June 10, 1:00 PM Eastern – June 11, 1:00 PM Eastern, 30 minutes to complete each

**Essay 6**: Related to Modules 11-14.  
Available June 13, 1:00 PM Eastern – June 14, 1:00 PM Eastern, 30 minutes to complete each
<table>
<thead>
<tr>
<th>WEEK 5: 6/15-6/16</th>
<th>No new material</th>
<th>Essay 7: Related to Modules 15-18 Available June 15, 1:00 PM Eastern – June 16, 1:00 PM Eastern, 30 minutes to complete</th>
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<tbody>
<tr>
<td>Final: 6/17-6/19</td>
<td>Review all material ESSAY 9 IS REQUIRED</td>
<td>Essay 8 and Essay 9 will be based on any material from the entire semester. Available June 17, 1:00 PM – June 19, 1:00 PM, Eastern, 30 minutes to complete each</td>
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