



Course Syllabus: Human Resource Analytics
Dillard College of Business Administration
MGMT 4423 Y10 Hybrid: Computer Lab 306
Fall Semester 2026
Contact Information

Instructor: Dr. Niyati Kataria

Office: Dillard Building 204

Office hours: In person: Tuesdays and Thursdays 12:30PM-3:30PM, Wednesdays 1-5 PM. Can also meet over Zoom with an appointment. Email for availability.

Office Phone: (940) 397-4969

E-mail: niyati.kataria@msutexas.edu

Course Description

The course is an introductory course in the principles of planning, directing, and controlling people functions in an organization with an emphasis on associated data analytics ideas, terminology, and skills. The curriculum is designed to provide a basic understanding as well as appreciation of the importance of human resource management in today's competitive business environment, as well as the HR analytics tools that students will need to be effective managers in today's data-driven environment. Course emphasis is placed on human-resource data analysis and visualization, data security and privacy, and data-related ethical and legal issues.

Course Prerequisite(s)

Junior standing or above, or consent of the chair and MGMT 4213.

Learning Goals

1. Students will be effective at problem solving and decision making. Students will demonstrate problem-solving and decision-making abilities through the critical analysis, evaluation, and interpretation of business information.
2. Students will be able to will be able to utilize available technology for business applications..

Textbook & Instructional Materials

Bauer, Talya, et al. Fundamentals of Human Resource Management: People, Data, and Analytics. SAGE Publications, 2019. ISBN: 9781544377728

D2L course site. All quizzes and exams will have to be accessed via D2L.

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work, not the individual to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Moffett Library

Moffett Library provides resources and services to support students' studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

My Expectation

I prefer to treat my students as responsible adults who have made an active choice to be where they are. Since the choice is yours, I expect that you will not only be on top of the course material and tests but also use the available D2L and textbook resources to get the most out of this class.

I expect that you will check the D2L for this class regularly, read the assigned textbook chapter(s), and any other readings I give to you during class. An environment of respect is very important to me, and I expect that you will respect the other students and me in the classroom– no comments will be tolerated that are rude, demeaning, slanderous, prejudicial, or offensive.

If there is a university-approved absence due to which you are not able to complete an assignment or attend class, I expect that you will discuss the same with me in **advance** and not after the due date/missed class. Email is the best way to reach me. I check my email regularly on my phone as well as on the computer.

My goal is to help you learn to the best of my ability and give you real-world tools to help you with your potential career in Human Resources. I look forward to what we co-create.

Email policy:

I will return all e-mails to Niyati.Kataria@msutexas.edu within 48 hours during the work week. Please do not call or fax. Please e-mail professionally, which means your email should not read like a text. Compose it with a salutation and end with a signature. E-mails to the instructor that are not professional will be returned unanswered.

Grading

Many different tools are used to test your degree of success at achieving the different learning goals. Here is the breakdown of points in this class.

Grading component	Number of that component and points	Total number value of that component
On-line exams	3 @ 50 points each	150
On-line quizzes	15 @ 10 points each	150
Class participation	15* @ 10 points each	150

*Note: due to a change in the Fall schedule this year, we are only meeting for 14 classes. So I will average your participation grades over 14 classes and plug that into the 15th class spot.

Total Available Points

= 450

Grades will be determined on the basis of the total points earned. Letter grades will be given according to the following scale:

- A = 405-450 points
- B = 360-404 points
- C = 315-359 points
- D = 270-314 points
- F = less than 270 points

Quizzes

After each chapter, there are quizzes that test your knowledge about the subjects we are covering. You will have plenty of time (typically a few days) to access and take the quiz. You will not be allowed to make up any quizzes that you miss, and you will not be allowed more than one attempt at each quiz. Once started, the quiz needs to be completed, and re-logins are not possible. All quizzes contain 10 questions worth one point each, and you will have 15 minutes to complete each.

Exams

There will be 3 non-cumulative exams in this course administered through D2L. You will have 1 hour 20 minutes to complete 50 multiple-choice questions worth 1 point each. You will be required to take the quiz in the computer lab on Exam days and will be proctored by me.

Extra Credit:

There is no extra credit as of the date of creating this syllabus. If I can offer one later in the semester, then you will be emailed about to. No individual extra credit is available for any gradable component missed.

Late Work:

Unless you have a university-approved reason, I will not accept any late submissions. To get university-approved, please submit all your evidence (like doctor's notes, etc.) to the Student Rights and Responsibilities office using the Absence Letter Request Form (found at this link: [Absence Letter Request Form](#)). If the Student Rights and Responsibilities office accepts the evidence you have provided, they will email all your professors requesting that we work with you. Without this email, I am unable to assist you if you miss assignments, etc., due to being sick or someone passing, or an injury/accident.

Important Dates for Fall 2026:

- Last day for term schedule changes: August 27, 2026
- Last Day to drop with a grade of "W": Nov 23, 2026
- Refer to: [Drops, Withdrawals & Void](#)
- Also Refer to: [Fall 2026 Academic Calendar](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

This class is a hybrid class. On the days we meet in person, students are expected to attend all meetings of the classes in which they are enrolled. Students approved for distance/remote learning will be allowed to Zoom in and will count as attendance. If any such students are not able to Zoom in during class time, they need to email me and explain why and seek permission to catch up on class via posted Zoom lectures. Excessive (more than 3) missing of the in person class with university approved absence documentation will severely affect participation grade and in some cases might make it zero.

Online Computer Requirements

Taking this class requires the student to have access to a computer (with Internet access) to complete all deliverables in this class. It is the student's responsibility to have (or have access to) a working computer. ***Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered a reason for the instructor to allow***

students extra time to submit assignments, tests, or discussion postings.

Computers are available on campus in various areas of the buildings, as well as the Academic Success Center. Students, please note: **Your computer being down is not an excuse for missing a deadline!** Our classes' online quizzes and exams can be accessed from any computer in the world that is connected to the internet. Contact your instructor **immediately** upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees, and room/board charges that were paid to MSU for the semester. However, if the student received financial aid (federal/state/institutional grants, loans, and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make an application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug-Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibit the unlawful possession, use, or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state, and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License-to-carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by the MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled “Run. Hide. Fight.” which may be electronically accessed via the University police department’s webpage: ["Run. Hide. Fight."](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

Syllabus Change Policy:

This syllabus is a general outline of material covered, learning goals, grading procedures and student performance requirements. Material covered, dates of tests, and percent of total grade may vary as necessitated by the pace material is covered and any unforeseen class interruptions such as weather cancellations, online access issues, or instructor illness.

Course Schedule:

Day	Topics	Activity
<u>Aug 26</u>	Syllabus + Additional slides introducing HRA (not in book)	We will meet in the assigned class to go over the syllabus, give some handouts, and do an introduction to HRA. If you have instructor permission to Zoom in (e.g., if you are a university-approved remote student, please join over Zoom. D2L->Communication->Zoom)
Aug 26-Sep 4	Chapters 1 and 2	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
<u>Sep 2</u>	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Sep 2-8	Chapter 3	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
<u>Sep 9</u>	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Sep 9-15	Chapter 4	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
<u>Sep 16</u>	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Sep 16-22	Chapter 5	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.

Day	Topics	Activity
Sep 23	EXAM 1	The exam will be taken on D2L in the computer lab(s) assigned for the exam and will be proctored by the instructor. Exams are all closed-book and no notes.
Sep 24-Sep 29	Chapter 6	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Sep 30	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Sep 30-Oct 6	Chapter 7	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Oct 7	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Oct 7-13	Chapter 8	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Oct 14	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Oct 14-20	Chapter 9	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.

Day	Topics	Activity
Oct 21	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Oct 21-Oct 27	Chapter 10	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Oct 28	Exam 2	The exam will be taken on D2L in the computer lab(s) assigned for the exam and will be proctored by the instructor. Exams are all closed-book and no notes.
Oct 28- Nov 3	Chapter 11	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Nov 4	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Nov 5- 10	Chapter 12 and 13	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Nov 11	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Nov 11-17	Chapter 14	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.

Day	Topics	Activity
Nov 18	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
Nov 18-24	Chapter 15	Read the chapter assigned. Download the corresponding PowerPoint and read the notes for each slide. Take corresponding quizzes by (or before) the last day in this date range by 11:59 PM.
Nov 25	Thanksgiving break	Thanksgiving break
Dec 2	HR analytics KSA* focus + Applied in class exercises	We will cover more technical aspects of HR analytics that are not in your textbook. Handouts will be given where appropriate, and slides from that lecture will be made available on D2L. In addition, we will undertake in-class activities, including working with Excel to help you build analytics skills corresponding to the previous week's chapter.
TBA	Exam 3	The exam will be taken on D2L in the computer lab(s) assigned for the exam and will be proctored by the instructor. Exams are all closed-book and no notes.

Note: *KSA: Acronym for Knowledge, Skills, and Abilities