

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Course Syllabus

- Professor:** Dr. David Swanagon, Ed.D., SPHR
Chief Editor, The Machine Leadership Journal

David.Swanagon@unt.edu (or Canvas messenger system)
<https://www.linkedin.com/in/davidswanagon/>
- Required Text:** Bauer T., Erdogan B., Caughlin D., & Truxillo D. (Eds) (2018). Human Resource Management. People, data, and analytics. 2nd Edition. Sage Publications. ISBN: 9781071876855; ISBN: 9781071876848 (ebook).
- Location:** Hybrid - Thursdays from 9:30 am to 10:50 am in BLB 245

This is a hybrid course. Students are expected to read the material posted online and the chapters in the textbook. Students are also expected to attend class, participate in-class and online discussion forums, and submit all the assigned materials on time, per the course calendar in the syllabus.

Course Overview

This course is designed to help equip students to excel in an increasingly data-driven HRM profession by providing them with foundational knowledge and skills in the appropriate and ethical use of data and HRIS (Human Resource Information System). The course will focus on concepts and issues associated with the management, analysis, and ethics around data. The course will also address the strategies for determining the need for, implementation of, and the assessment of an HRIS to support informed decision making in HR. The course integrates a conceptual foundation of key HR areas including planning, talent acquisition, training and development, performance management, and reward systems with relevant data analysis and dissemination approaches to support data-driven decision making in these areas.

Course Objectives

- Develop an understanding of People Analytics tools and methodologies.
- Build fundamental skills in data analysis techniques.
- Learn to evaluate the value proposition of the industry's leading HRIS platforms.
- Identify the federal, state, and industry regulation impacting data privacy.
- Explore concepts regarding HRIS, data management, and HR decision-making.
- Evaluate HRIS processes for recruiting, L&D, DE&I, reward, and talent management.
- Strengthen your understanding of HR data governance and related policies.

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Grading

Students will be graded using five assignments. The assignment is due on the date listed in the syllabus. Due dates are published well in advance and you are encouraged to submit early to avoid technical difficulties, which are your responsibility to resolve and not a justification for late work.

If you have a legitimate reason under University policy you should (a) contact your professor in advance to provide notification/verification or (b) work with the Dean of Students Office after the fact to provide your faculty with verification. Late submissions, which are not excused by University policy, will be subject to 10% reduction for the first week, followed by 50% the second week, and a 75% reduction thereafter.

Please do reach out to your instructor if you're having any issues. Learning remains the number one goal and I'm here to help you succeed.

Assignments	Format	Type	Points
1—People Analytics Exercise	Group	Presentation	200
2—HRIS Vendor Evaluation & Implementation Plan	Group	Presentation	200
3—HRIS Data Privacy Policy	Group	Presentation	200
4—Concept Quizzes (10 @ 10 points each)	Individual	Canvas Quiz	100
5—EXAMS (3 @ 100 points each)	Individual	Canvas Exam	300
Total Points			1000
Post Exam Debrief Analysis (Bonus – Optional)			5 pts / exam
<i>Grades are based on the points earned during the course according to this scale:</i>			
<ul style="list-style-type: none">900-1000 = A 800-899 = B 700-799 = C600-699 = D Below 600 points = F			

Generative AI:

Students in this course are not permitted use of generative AI technology to assist in completing assignments except where specifically noted in the assignment directions or unless otherwise directed to do so by the Instructor. Students found to be using generative AI technology in an unauthorized way may be subject to academic integrity processes under UNT Policy 06.003 Student Academic Integrity.

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Assignments

Assignment 1: People Analytics Exercise (200 Points)

Type: This is a group exercise and students are required to complete (1) exercise. The instructor will randomly assign groups to a specific exercise at the start of the semester.

This section does not require programming skills. However, students will be required to analyze a use case and make recommendations. For this assignment, students will be divided into groups and required to complete (1) exercise during the semester. The use case will be purposefully designed to allow for a variety of interpretations. Each group member should participate in the data collection, research, and presentation.

The assignment requires the creation of a slide deck and 15-minute presentation to the class.

The grading criteria for this assignment is listed below

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|---|-----|
| ○ Group submits quality PPT slides answering the discussion prompt. | 45% |
| ○ Group provides a robust presentation to the class. | 45% |
| ○ Group utilizes at least 3 external APA academic reference | 10% |

People Analytics Exercises:

- Exercise 1: Understanding the Bell Curve
- Exercise 2: Linear Regression
- Exercise 3: Logistic Regression
- Exercise 4: Principal Component Analysis (PCA)
- Exercise 5: Organization Network Analysis

Note on professionalism:

If a team member is not participating in the group assignment, please try to professionally communicate your concerns and identify a solution. If the problems persist, please reach out to the professor who will handle the issue. It's critical that every student is treated with respect. Please approach difficult situations professionally and rely on the professor to handle any issues that the group is unable to resolve amongst themselves.

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Assignment 2: HRIS Vendor Evaluation (200 Points)
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Type: This is a group exercise. The instructor will randomly assign groups to a specific HRIS platform at the beginning of the semester.

Each group will evaluate an HRIS platform and make a recommendation to management about whether the system should be selected by the company. The instructor will assign a market leading HRIS platform to evaluate such as SAP Success Factors, Oracle HCM, or Workday. The groups will be required to research the vendor's profile and platform features, while conducting a robust benchmarking analysis against competitors. Each group member should participate in the data collection, research, and presentation.

The assignment requires the creation of a 10 slide PowerPoint and a 15-minute presentation.

Executive Presentation – 15 minutes with PowerPoint Slides

- Slide 1 Company Profile
- Slide 2 Platform Features, Benefits & Weaknesses
- Slide 3 Benchmarking Analysis
- Slide 4 Implementation Plan & Timeline
- Slide 5 Recommendation
- Slide 6 Appendix: Recruiting and Onboarding Module
- Slide 7 Appendix: Training & Development Module
- Slide 8 Appendix: Compensation and Benefits Module
- Slide 9 Appendix: Employee Engagement Module
- Slide 10 Appendix: Data Privacy Policy

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Assignment 3: HRIS Data Privacy Policy (200 Points)
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Type: This is a group exercise. The same groups that are used for the People Analytics Exercise and HRIS vendor evaluation will also complete this section.

The student will develop the data privacy policy for the HRIS system. This includes researching relevant federal, state, and industry regulations (i.e., GDPR) and creating guidelines for the company in terms of how employee data will be managed. The policy presentation should be 7 (high quality) Power Point slides that address the following contents:

- Slides 1-3 Review of Relevant State, Federal, and Industry Guidelines
 - Slide 1—Industry Guidelines (e.g., GDRP, CCPA, COPPA)
 - Slide 2—State and Federal Regulations
 - Slide 3—Example Policies from Fortune 500 companies
- Slides 4-7 Data Privacy Policy
 - Slide 4—Types of Data Covered by the Policy
 - Slide 5—Process owners
 - Slide 6—Data Collection, Storage, Transmission, and Destruction
 - Slide 7—Data Archiving and Destruction
- Appendix APA references—at least 3 external citations
- Recording: Please include a recording of the presentation with your submission

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Assignment 4: Weekly Concept Quizzes (100 Points)

Type: This is an individual exercise.

The student will complete short quizzes on a weekly basis that cover concepts from the week's assigned material. These are based largely on recall of definitions for key terms and concepts. These are simple and straight forward exercises meant to promote basic understanding of course topics and promote accountability to staying on track with reading assignments. There will be ten Concept Quizzes during the semester each consisting of 10 questions.

Assignment 5: Exams (300 Points)

Type: This is an individual exercise.

The student will complete three exams (25 questions each) during the semester according to the course calendar. The last exam is not comprehensive. Exams are not open book or open note; no outside assistance is allowed. Students are expected to study beforehand. Exams will use Respondus LockDown Browser with a Webcam required.

OPTIONAL BONUS: Post Exam Debrief Analysis (5 Points per Exam)

Type: This is an OPTIONAL individual exercise.

Post Exam Debrief Analysis (Bonus Points): After each exam, students may submit a reflection paper that analyzes the question(s) that were missed and provides an explanation for the correct answer. The purpose of this exercise is to address any learning gaps. To receive full credit, students are required to analyze each question that was missed. This includes providing a response that has the same breadth, depth, and quality as the weekly discussion posts. A maximum of 5 points is available for each debrief paper that is submitted.

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Weekly Assignments

Week	In-Person	Reading	Assignments	Points
1	Aug 21	Chapter 2	Concept Quiz – Due Aug 24 @ 11:30pm	10
2	Aug 28	Chapter 3	Concept Quiz – Due Aug 31 @ 11:30pm	10
3	Sep 4	Chapter 4 <i>Groups 1 and 6 Only</i>	Concept Quiz – Due Sep 7 @ 11:30pm PA Exercise: Understanding the Bell Curve	10 200
4	Sep 11	Chapter 5	Concept Quiz – Due Sep 14 @ 11:30pm	10
5	Sep 18	<i>Groups 2 and 7 Only</i>	PA Exercise: Linear Regression	200
6	Sep 25	Chapter 6 <i>Group 3 Only</i>	PA Exercise: Logistic Regression	200
7	Oct 2		Exam 1 – Due Oct 5 @ 11:30pm	100
8	Oct 9	Chapter 7	Concept Quiz – Due Oct 12 @ 11:30pm	10
9	Oct 16	Chapter 8 <i>Group 4 Only</i>	Concept Quiz – Due Oct 19 @ 11:30pm PA Exercise: Principal Component Analysis	10 200
10	Oct 23	Chapter 9	Concept Quiz – Due Oct 26 @ 11:30pm	10
11	Oct 30	Chapter 10 <i>Groups 5 & 8</i>	Concept Quiz – Due Nov 2 @ 11:30pm PA Exercise: Organization Network Analysis	10 200
12	Nov 6		Exam 2 – Due Nov 9 @ 11:30pm	100
13	Nov 13	Chapter 11 <i>All Groups</i>	Concept Quiz – Due Nov 16 @ 11:30pm HRIS Data Privacy Policy	10 200
14	Nov 20	Chapter 12	Concept Quiz – Due Nov 23 @ 11:30pm	10
Thanksgiving Break (NO CLASSES – Nov 24 through Nov 30)				
15	Dec 4	Chapter 16 <i>All Groups</i>	HRIS Vendor Evaluation	200
16	Dec 6-10		Exam 3 – Dec 11 @ 11:30pm	100
Grades due December 15 at 4pm				

For more information on the UNT academic calendar, please use this link: [UNT Calendar](#)

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Canvas & Technology

- You can access the course at <https://unt.instructure.com>
- Login using your EUID and Password
- Click “MGMT 4130” from the list of courses

Though this class is a face-to-face course we will still utilize Canvas to review and submit assignments. Please note that Canvas relies exclusively on electronic technologies for online participation, and technology is not a 100% reliable. Students assume ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. I will provide you with tips and guidance for operating your equipment, and the helpdesk offers support, but you must assume responsibility for everything on your end. Students are expected to navigate the Canvas course site to access information and submit assignments.

TECHNICAL ISSUES WITH CANVAS: Please immediately report ALL Canvas problems to the UNT helpdesk at 940.565.2324. Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can’t follow up on the technical issue. Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas, etc.). I will determine how to resolve the technical issue based on their advice, University policy, applicable law, and my experience.

EUID ACCESS AND PASSWORDS: Enterprise User Identification Numbers (EUID’s) and passwords are required by the University of North Texas to access this course. It is the student’s responsibility to maintain a current EUID number and password. You may reset your password at <https://ams.unt.edu/acctreq.php>.

Academic Integrity

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

Policy Link: (<https://policy.unt.edu/policy/06-003>)

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

Chosen Names & Pronouns

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name, below is a list of resources for updating your chosen name at UNT.

- UNT Records
- UNT ID Card
- UNT Email Address
- Legal Name

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you or reference you in conversation. You can add your pronouns to your Canvas account so that they follow your name when posting to discussion boards, submitting assignments, etc.

College Emergency Evacuation Procedures

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor. **Bomb Threat/Fire:** In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

Course Evaluations

This semester, UNT will administer course evaluations online (the “SPOT” – Student Evaluation of Teaching). The evaluations are used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as you are the reason I’m here. I truly value your feedback and very much appreciate you taking the time to complete the evaluations which will be administered towards the end of the semester. You will be notified on Canvas and via your UNT email once the evaluations open.

Disability Accommodation

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA)

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at <http://disability.unt.edu>.

Dropping the Course

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: <http://www.unt.edu/catalog/>. With regards to dropping the course, you will need to go to the following link: <https://registrar.unt.edu/registration/dropping-class> and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building— room 207.

Covid-19

If you are experiencing any symptoms of COVID-19 please seek medical attention from the Student Health and Wellness Center (940-565-2333 or ask SHWC@unt.edu) or your health care provider. Contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. Then let me know if it is impacting your assignment completion.

Emergency Alerts

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The university's radio station, KNTU 88.1 FM and website <http://www.unt.edu>, will provide updated information during an emergency.

Prohibition of Discrimination, Harassment, and Retaliation

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate. UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room

University of North Texas

G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record of the course and are kept for at least one calendar year after course completion. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

Student Behavior

Always act professionally and respectful. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, disruptive, and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior may be referred to the Dean of Students to review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at <https://conduct.unt.edu>. Any person who believes that a violation of University policy has been committed by a student can go to <https://report.unt.edu> and report the allegation.

Student Services & Academic Support

Mental Health: UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity.

Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- Counseling and Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- UNT Care Team (<https://studentaffairs.unt.edu/care>)
- UNT Psychiatric Services (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- Individual Counseling (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Additional Student Support Services

- Registrar (<https://registrar.unt.edu/registration>)
- Financial Aid (<https://financialaid.unt.edu/>)

University of North Texas

G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

- Student Legal Services (<https://studentaffairs.unt.edu/student-legal-services>) ☐ Career Center (<https://studentaffairs.unt.edu/career-center>)
- Multicultural Center (<https://edo.unt.edu/multicultural-center>)
- Counseling/Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- Pride Alliance (<https://edo.unt.edu/pridealliance>)
- UNT Food Pantry (<https://deanofstudents.unt.edu/resources/food-pantry>)
- Academic Support Services
- Academic Resource Center (<https://clear.unt.edu/canvas/student-resources>)
- Academic Success Center (<https://success.unt.edu/asc>)
- UNT Libraries (<https://library.unt.edu/>)
- Writing Lab (<http://writingcenter.unt.edu/>)

Important Notice for F-1 Students taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. If such an on-campus activity is required, it is the student's responsibility to do the following: (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course. (2) Ensure that the activity

University of North Texas
G. Brint Ryan College of Business

MGMT 4130—People Analytics and HRIS | Section 001 (Fall 2025 Hybrid)

on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose. Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or internationaladvising@unt.edu) to get clarification before the 1-week deadline.