

**COURSE SYLLABUS**  
**HR Decision Making: Financial Decisions**  
**Spring 2024**  
**Course Number 38:533:540:01**  
**In-Person Course**

<b>Instructor</b>	Douglas Coffey
<b>Office</b>	Levin Building, Room 217B
<b>Email</b>	douglas.coffey@rutgers.edu
<b>Phone</b>	848-445-5639
<b>In-Person Class (Required)</b>	Mondays, 7:20 pm to 10:00 pm, Levin Building, Room 006
<b>Office Hour</b>	Mondays, 6:15 pm to 7:15 pm
<b>Learning Management System</b>	Canvas

This course is an introduction to corporate financial decision making. We will examine the relationships between corporate finance and human resource management and labor relations. In addition, you will learn how to use financial decision-making techniques for assessing and developing HR practices and programs.

**School of Management and Labor Relations Learning Goals Met by This Course**

**II) Quantitative, Qualitative and Analytical Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.**

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

**VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance**

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

**VII) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations**

- Develop effective presentation skills appropriate for different settings and audiences
- Develop career management skills to navigate one's career
- Develop capabilities to work and lead in a multicultural and diverse environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal and professional development skills

**Text**

Robert C. Higgins, *Analysis for Financial Management*, McGraw Hill, 11<sup>th</sup> edition, 2015 (ISBN-13: 978-0077861780); 12<sup>th</sup> edition, 2018 (ISBN-13: 978-1259918964) or later may be used.

You will need to use a calculator throughout the course including during the three exams. (A simple one that does basic arithmetic will be sufficient.)

**Grading Basis**

First Exam – Financial Statement Construction and Analysis, Chapters 1 and 2	15%
Second Exam – Financial Markets and Instruments, Chapters 5 and 6	15%
Third Exam – Investment and Restructuring Decisions, Chapters 7, 8 and 9	20%
Cost Benefit Analysis/ROI Project – Human Resources Applications of Investment Principles	15%
Attendance and Participation	15%
Assignments	10%
Quizzes	10%
Total	100%

**Grading Scale**

A = 90 - 100

B+ = 88 - 89

B = 80 - 87

C+ = 78 - 79

C = 70 - 77

F = 0 - 69

**Extra Credit**

You will have two extra-credit opportunities to increase your Exams II and III scores.

**Academic Integrity**

We in the School of Management and Labor Relations take academic integrity very seriously. Violations include: cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity. Please consult the university's Academic Integrity Policy summarizes the student's obligations below.

<https://academicintegrity.rutgers.edu>

**Special Needs Accommodations**

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the [Registration form](https://webapps.rutgers.edu/student-ods/forms/registration) (<https://webapps.rutgers.edu/student-ods/forms/registration>).

## Cost Benefit Analysis/Return on Investment Project

You will work in teams to do the following:

- I. Select an HR project or program, e.g. launching a Human Resource Information Systems division, developing a new training program, outsourcing an HR function.
- II. Prepare a detailed list of all the direct and indirect costs and benefits.
- III. Conduct an in-depth cost-benefit analysis using a Net Present Value model.
- IV. Calculate Internal Rate of Return of the proposed project or program.
- V. Compare your forecasted results to similar investments made by competitors.
- VI. Write a report describing your analysis and rationale for your decision.

Your team will prepare this report for the Chief Human Resources Officer. This report must state your recommendation and summarize all analyses. Also, your team will prepare and deliver a PowerPoint presentation to the senior HR executive (role assumed by instructor) of your recommendation and analyses. Grades will be based on the quality of the:

- I. Analysis
- II. Written report
- III. Presentation

## Schedule

This course is structured as 15 modules. Most weeks, one module will be assigned with video lectures, discussion posts, assignments and quizzes required that week. A week runs from Monday through Sunday except University holidays.

Module Start Date	Module	Topic	Reading*/Exam/Team Project
1/22	1	Introduction	Chapter 1
1/29	2	Financial Statements	Chapter 1
2/5	3	Evaluating Performance	Chapter 2
2/12	4	Evaluating Performance	Chapter 2
2/19	5	<b>First Exam (Chapters 1 and 2)</b> Financial Instruments	<b>Exam I</b> Chapter 5
2/26	6	Financial Instruments	Chapter 5
3/4	7	The Financing Decision	Chapter 6
<b>Spring Recess – No class on March 11</b>			
3/18	8	Discounted Cash Flow	Chapter 7
<b>3/25</b>	<b>9</b>	<b>Second Exam (Chapters 5 and 6)</b> Discounted Cash Flow	<b>Exam II</b> Chapter 7
4/1	10	Risk Management	Chapter 8
4/8	11	Risk Management	Chapter 8
4/15	12	Business Valuations	Chapter 9
<b>4/22</b>	<b>13</b>	<b>Cost-Benefit Analysis Project Review</b>  Business Valuations	<b>Team Presentations</b> <b>All Papers Due</b> Chapter 9
4/29	14	Business Valuations	Chapter 9
<b>5/6</b> (Exam only)	<b>15</b>	<b>Third Exam (Chapters 7, 8 and 9)</b>	<b>Exam III</b>

\*Including articles as assigned

**Week 1 begins on January 22.** During Week 1, you will begin the following course components that we will use in each weekly module:

**Office Hour** – Mondays, 6:15 pm to 7:15 pm – Coming to office hours is not required but recommended as needed to review course material, ask questions, discuss anything related to your progress in the course.

**In-Person Class Lectures and Discussions** – Weekly lectures to present and discuss the course material with instructor and classmates. These classes help you integrate what you're learning from the text, slides, assignments and quizzes. **Attendance at all classes is required.**

**Assignments (Graded)** - Weekly assignment on modules material that needs to be submitted as directed in text box or dropbox.

**Quizzes (Graded)** – Weekly check on terms, concepts and calculations from the weekly modules.

**Team Project (Graded)** - You will need to continue to work in your teams virtually. You should collaborate with your project team members using the Canvas project teams set up for you under the Group icon. (Teams will be set up in the middle of the semester as we cover related material.)

### **Lateness Policy**

Please note the lateness policy for each course component as follows:

#### Assignments Term Project

Due: Monday following the weekly module

- Late within 24 hours after due date: up to 75% credit
- Late from 24 to 48 hours after due date: up to 50% credit
- Later more than 48 hours after due date: 0% credit

#### Quizzes

Due: Sunday of the weekly module

- Late within 24 hours after due date: up to 75% credit
- Late more than 24 hours after due date: 0% credit

#### Term Project

- Late within 24 hours after due date: up to 75% credit
- Late from 24 to 48 hours after due date: up to 50% credit
- Later more than 48 hours after due date: 0% credit

These lateness policies also appear as they apply to each component (assignment, quiz) of the weekly module.

## Resources to Support Students

The following resources are available to students to meet their needs and lend support.

Office of the Dean of Students	<a href="http://deanofstudents.rutgers.edu/">http://deanofstudents.rutgers.edu/</a>
Student Support Services	<a href="https://studentsupport.rutgers.edu/">https://studentsupport.rutgers.edu/</a> .
Division of Student Affairs, NB	<a href="http://studentaffairs.rutgers.edu/for-students/">http://studentaffairs.rutgers.edu/for-students/</a>
Student Health (CAPS, HOPE, Medical Services, Pharmacy Services)	<a href="http://health.rutgers.edu/">http://health.rutgers.edu/</a>
CAPS "Let's Talk" Service offering drop-in hours	<a href="http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/">http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/</a>  Just click the link to register and drop in. <a href="#">CAPS CARES – Registration Link</a>
Residence Life Staff	<a href="http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/">http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/</a>
One Stop New Brunswick Cross-functional service for financial aid, student accounting & registration	<a href="https://rutgers.force.com/OneStopPortal/s/New-Brunswick">https://rutgers.force.com/OneStopPortal/s/New-Brunswick</a>
Rutgers Student Food Pantry	<a href="http://ruoffcampus.rutgers.edu/food/">http://ruoffcampus.rutgers.edu/food/</a>
Anonymous concerns can be addressed to "Do Something"	<a href="http://health.rutgers.edu/do-something-to-help/">http://health.rutgers.edu/do-something-to-help/</a>
Office of Student Legal Services (SLS)	<a href="http://rusls.rutgers.edu/">http://rusls.rutgers.edu/</a>
Office for Violence Prevention and Victim Assistance	<a href="http://vpva.rutgers.edu/">http://vpva.rutgers.edu/</a>
Student Resources: provides students with access to information on how to receive extra support for (a) victim and mental health services, (b) academics, and (c) financial assistance (mainly emergencies).	<a href="https://smlr.rutgers.edu/academic-programs/current-students">https://smlr.rutgers.edu/academic-programs/current-students</a>
SMLR Scholarships	<a href="https://smlr.rutgers.edu/academic-programs/scholarships">https://smlr.rutgers.edu/academic-programs/scholarships</a>

**Learning Centers**

Rutgers is committed to your success and offers free academic services to all students. The Learning Centers provide tutoring, writing support, study groups, and review sessions for your courses. They also host workshops and provide individual academic coaching to help further develop your study strategies and task-management skills. To learn more about how the LCs can help you succeed, visit [learningcenters.rutgers.edu](https://learningcenters.rutgers.edu).