

COURSE SYLLABUS
HR Decision Making: Financial Decisions
Spring 2023
Course Number 38:533:540:01
In-Person Course

Instructor	Douglas Coffey
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In-Person Class (Required)	Mondays, 7:20 pm to 10:00 pm, Levin Building, Room 006
Office Hour	Mondays, 6:15 pm to 7:15 pm
Learning Management System	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, 11th edition, 2015 (ISBN-13: 978-0077861780); 12th 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	10%
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

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.

<http://academicintegrity.rutgers.edu/academic-integrity-policy/>

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>).

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 HR executive committee (comprised of instructor and class participants) 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
1/23	1	Introduction	Chapter 1
1/30	2	Financial Statements	Chapter 1
2/6	3	Evaluating Performance	Chapter 2
2/13	4	Evaluating Performance	Chapter 2
2/20	5	First Exam (Chapters 1 and 2) Financial Instruments	Exam I Chapter 5
2/27	6	Financial Instruments	Chapter 5
3/6	7	The Financing Decision	Chapter 6
Spring Recess – No class on March 13			
3/20	8	Discounted Cash Flow	Chapter 7
3/27	9	Second Exam (Chapters 5 and 6) Discounted Cash Flow	Exam II Chapter 7
4/3	10	Risk Management	Chapter 8
4/10	11	Risk Management	Chapter 8
4/17	12	Business Valuations	Chapter 9
4/24	13	Cost-Benefit Analysis Project Review Business Valuations	Team Presentations All Papers Due Chapter 9
5/1	14	Business Valuations	Chapter 9
5/8 (Exam only)	15	Third Exam (Chapters 7, 8 and 9)	Exam III

*Including articles as assigned

Week 1 begins on January 23. 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.)

Resources to Support Students

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

Office of the Dean of Students	http://deanofstudents.rutgers.edu/
Division of Student Affairs, NB	http://studentaffairs.rutgers.edu/for-students/
Student Health (CAPS, HOPE, Medical Services, Pharmacy Services)	http://health.rutgers.edu/
CAPS “Let’s Talk” Service offering drop-in hours	http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/
Residence Life Staff	http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/
One Stop New Brunswick Cross-functional service for financial aid, student accounting & registration	https://rutgers.force.com/OneStopPortal/s/New-Brunswick
Rutgers Student Food Pantry	http://ruoffcampus.rutgers.edu/food/
Anonymous concerns can be addressed to “Do Something”	http://health.rutgers.edu/do-something-to-help/
Office of Student Legal Services (SLS)	http://rusls.rutgers.edu/
Office for Violence Prevention and Victim Assistance	http://vpva.rutgers.edu/
Student Resources: (a) mental health, (b) academic coaching, and (c) financial assistance	https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students
SMLR Scholarships	https://smlr.rutgers.edu/academic-programs/scholarships