COURSE SYLLABUS
HR Decision Making: Financial Decisions
Spring 2016
Course Number 38:533:540:01
Mondays, 7:20 pm to 10:00 pm
Levin Building, Room 004

Instructor Douglas Coffey
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Phone 848-445-5639
Office Hours Tuesdays, 6:15 pm to 7:15 pm and other times posted on Sakai
Class Material https://sakai.rutgers.edu (Use your NetID and Password.)

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

I) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.
   o Communicate complex ideas effectively, in standard written English
   o Analyze and synthesize information and ideas from multiple sources to generate new insights
   o Produce quality research papers with proper convention of attribution/citation
   o Produce high quality executive summaries
   o Make an argument using contemporary and/or historical evidence
   o Present ideas and arguments in a logical and effective way

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

III) Research Skills – Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories and approaches to workplace issues.
   o Employ current technologies to access information, to conduct research, and to communicate findings
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Assess and critique relevant evidence and research findings
- Access high-quality historical, qualitative, and quantitative evidence or research
- Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues

Knowledge of Theory, Practice and Application

The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realize opportunities to apply that knowledge to practice situations.

IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.
- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions
- Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

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)
You will need to bring a calculator to each class session including the three exams. (A simple one that does basic arithmetic will be sufficient.)

**Grading Basis**

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<thead>
<tr>
<th>Exam Description</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>First Exam – Financial Statement Construction and Analysis, Chapters 1 and 2</td>
<td>25%</td>
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<tr>
<td>Second Exam – Financial Markets and Instruments, Chapters 5 and 6</td>
<td>25%</td>
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<tr>
<td>Third Exam – Investment and Restructuring Decisions, Chapters 7, 8 and 9</td>
<td>35%</td>
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<tr>
<td>Cost Benefit Analysis/ROI Project – Human Resources Applications of Investment Principles</td>
<td>15%</td>
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<td><strong>Total</strong></td>
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**Grading Scale**

A = 90 - 100  
B+ = 88 - 89  
B = 80 - 87  
C+ = 78 - 79  
C = 70 - 77  
F = 60 - 69

**Attendance and Participation**

At the instructor’s discretion, perfect attendance (attending all classes in full) and consistent contributions to class discussions and homework review may improve your final grade by up to a half grade (e.g. from B to B+).

**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/policy-on-academic-integrity

**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. Write a report describing your analysis and rationale for your decision.

Your team will prepare this report for the Senior Vice President of Human Resources. 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  

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<th>Date</th>
<th>Session</th>
<th>Topic</th>
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<td>Introduction</td>
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<td>Evaluating Performance</td>
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<td>The Financing Decision</td>
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<td>Cost-Benefit Analysis Project Review</td>
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<td>All Papers Due</td>
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*Including articles as assigned