

COURSE SYLLABUS
HR Decision Making: Financial Decisions
Spring 2021
Course Number 38:533:540:90
Online Course

Instructor	Douglas Coffey
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Live Conferences (Virtual Office Hours)	Thursdays, 6:15 pm to 7:15 pm US Eastern Time
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

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce high-quality executive summaries

Text

Robert C. Higgins, Analysis for Financial Management, McGraw Hill, 11th edition, 2015
(ISBN-13: 978-0077861780)

You will need to use a calculator throughout the course including 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%
Assignments	15%
Cost Benefit Analysis/ROI Project – Human Resources Applications of Investment Principles	15%
Discussions	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

Exams

Exams are noncumulative and consist of short-answer questions and brief essays. Exam material will be based on assigned chapters and articles. Each exam will be opened book and timed using Canvas.

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 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. Teams will be set up midway through the course. Grades will be based on the quality of the:

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

Each group will present their findings to the class in a PowerPoint presentation. Students will

need to present using Canvas's Big Blue Button feature using their camera and microphone.

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

*Including articles as assigned

Module 1 begins on January 19. During each weekly module, you will complete the following course components:

Live Conferences/Virtual Office Hours – Thursdays from 6:15 pm to 7:15 pm US Eastern Daylight Time – We will discuss the weekly module concepts, calculations and problems. **These sessions are not required but are highly recommended to review the course material and ask questions.** You will use the Big Blue Button conference feature in Canvas to access these conferences, which will also be recorded and posted on our course site.

Pre-recorded Class Lectures – Weekly pre-recorded video lectures posted each week for you to view and help you learn the course material one module per week.

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

Discussions (Graded) - Asynchronous discussion board among the students and me based on four questions on the weekly material. Students post responses and interact with others through a virtual discussion board.

Quizzes (Graded) – Weekly check on terms, concepts and calculations from the weekly modules. Quizzes will be timed and may be done open book.

Connectivity and Equipment Issues

If students have connectivity or equipment issues that interfere with complying with course requirements, please contact the instructor at the beginning of the semester to discuss alternative arrangements.

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>).