

COURSE SYLLABUS
HR Decision Making: Financial Decisions
Spring 2024
Course Number 38:533:540:90
Online Course

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Live Conferences (Virtual Office Hours)	Fridays, 6:15 pm to 7:15 pm, Eastern
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%
Assignments	15%
Discussions	10%
Quizzes	10%
Total	100%

Extra Credit

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

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.

<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
1/16	1	Introduction	Chapter 1
1/22	2	Financial Statements	Chapter 1
1/29	3	Evaluating Performance	Chapter 2
2/5	4	Evaluating Performance	Chapter 2
2/12	5	First Exam (Chapters 1 and 2) – February 14	Exam I
		Financial Instruments	Chapter 5
2/19	6	Financial Instruments	Chapter 5
2/26	7	The Financing Decision	Chapter 6
3/4	8	The Financing Decision	Chapter 6
SPRING RECESS – NO LIVE CONFERENCE ON MARCH 15			
3/18	9	Discounted Cash Flow	Chapter 7
3/25	10	Second Exam (Chapters 5 and 6) – March 27	Exam II
		Discounted Cash Flow	Chapter 7
4/1	11	Risk Management	Chapter 8
4/8	12	Risk Management	Chapter 8
4/15	13	Business Valuations	Chapter 9
4/22	14	Cost-Benefit Analysis Project Review	Team Presentations/ All Papers Due
		Business Valuations	Chapter 9
4/29 (Exam only)	15	Third Exam (Chapters 7, 8 and 9) – May 1	Exam III

*Including articles as assigned

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

Discussions

The discussion builds as the module progresses with posts due by Thursday and Sunday.

Due:

- First post with answers to discussion questions due by Thursday of weekly module (meant to generate discussion among students)
- Second and third posts by Sunday of weekly module; need to make substantive responses to at least two students. (See Discussion Post Guidelines within discussion assigned.)
- Late discussion posts up through Monday of the week following the weekly module may be given partial credit up to 50%.
- Later 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 (discussion, assignment, quiz) of the weekly module.

Module 1 begins on Tuesday, January 16. Each week, we will cover one module. During Week 1, we will begin the following course components that we will use for each of the weekly modules:

Virtual Office Hours – Fridays from 6:15 pm to 7:15 pm US Eastern Daylight Time –

You will have the opportunity to 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 Zoom 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 in 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.

Team Project (Graded) - You will work in your teams virtually. To help you connect, you can also use **Big Blue Button** to meet, share documents and present. 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 third week of class.)

To reinforce your understanding of course material and integrate what you're learning with your other studies and experience, each weekly module will include the following components:

- **Muddy Concepts Page** – Forum to identify terms and concepts that need further clarification or examples. Students and instructor share their understanding, examples and helpful resources to support each other's progress through course material.
- **Applications Page** – Students and instructor share how module material applies to their current experience and professional development. Examples may be drawn from work experience and business news items.

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/
Student Support Services	https://studentsupport.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/ Just click the link to register and drop in. CAPS CARES – Registration Link
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: 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).	https://smlr.rutgers.edu/academic-programs/current-students
SMLR Scholarships	https://smlr.rutgers.edu/academic-programs/scholarships

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.