

COURSE SYLLABUS
HR Decision Making: Financial Decisions
Online Course Offering
Spring 2019
Course Number 38:533:540:02

Instructor	Douglas Coffey
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Live Conferences	Mondays and Thursdays, 6:15 pm to 7:15 pm US Eastern Standard 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)

Text

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

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

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	25%
Cost Benefit Analysis/ROI Project – Human Resources Applications of Investment Principles	15%
Discussions	10%
Quizzes	10%
Assignments	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/>

Students with Disabilities

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy at the link below.

<http://disabilityservices.rutgers.edu/request.html>

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

Schedule

This course is structured on a weekly module basis. A week runs from Monday through Sunday except University holidays.

Date (Week of)	Session	Topic	Reading/Deliverable*
1/22/19	1	Introduction	Chapter 1
1/28/19	2	Financial Statements	Chapter 1
2/4/19	3	Evaluating Performance	Chapter 2
2/11/19	4	Evaluating Performance	Chapter 2
2/18/19	5	First Exam (Chapters 1 and 2) Financial Instruments	Exam Chapter 5
2/25/19	6	Financial Instruments The Financing Decision	Chapter 5 Chapter 6
3/4/19	7	The Financing Decision	Chapter 6
3/11/19	8	Second Exam (Chapters 5 and 6) Discounted Cash Flow	Exam Chapter 7
Spring Recess – No Live Chats on 3/18/18 and 3/21/19			
3/25/19	9	Discounted Cash Flow	Chapter 7
4/1/19	10	Discounted Cash Flow Risk Management	Chapter 7 Chapter 8
4/8/19	11	Risk Management	Chapter 8
4/15/19	12	Cost-Benefit Analysis Project	Team Presentations All Papers Due
4/22/19	13	Business Valuations	Chapter 9
4/29/19	14	Business Valuations Review	Chapter 9
5/6/19	15	Third Exam (Chapters 7, 8 and 9)	Exam

*Including articles as assigned