

**COURSE SYLLABUS**  
**HR Decision Making: Financial Decisions**  
**Online Course Offering**  
**Fall 2019**  
**Course Number 38:533:540:90**

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<b>Live Conferences</b>	Thursdays, 6:15 pm to 7:15 pm US Eastern Standard Time
<b>Learning Management System</b>	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, 11<sup>th</sup> 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/>

### 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. 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.

<b>Date (Week of)</b>	<b>Session</b>	<b>Topic</b>	<b>Reading/Deliverable*</b>
9/3/19	1	Introduction	Chapter 1
9/9/19	2	Financial Statements	Chapter 1
9/16/19	3	Evaluating Performance	Chapter 2
9/23/19	4	Evaluating Performance	Chapter 2
9/30/19	5	<b>First Exam (Chapters 1 and 2)</b> Financial Instruments	<b>Exam</b> Chapter 5
10/7/19	6	Financial Instruments	Chapter 5
10/14/19	7	The Financing Decision	Chapter 6
10/21/19	8	The Financing Decision	Chapter 6
10/28/19	9	<b>Second Exam (Chapters 5 and 6)</b> Discounted Cash Flow	<b>Exam</b> Chapter 7
11/4/19	10	Discounted Cash Flow	Chapter 7
11/11/19	11	Risk Management	Chapter 8
11/18/19	12	Risk Management	Chapter 8
11/25/19	13	Business Valuations	Chapter 9
12/2/19	14	<b>Cost-Benefit Analysis Project</b> Business Valuations	<b>Team Presentations</b> <b>All Papers Due</b> Chapter 9
12/9/19	15	<b>Third Exam (Chapters 7, 8 and 9)</b>	<b>Exam</b>

\*Including articles as assigned