HR Decision Making: Financial Decisions   38:533:540   Spring 2021

Professor: Peter Rokkos
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     Office Hours: Office hours for Professor Rokkos are typically between 4-6pm
                      Monday and 3-5pm Tuesday (although please email to confirm as
                      this time changes) and otherwise by appointment.

Time: Monday 7:20 – 10:00pm
Location: All course meetings will be virtual online in real time via WebEx

Course Description: 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.

Course Structure Overview: This course will be presented over 14 weeks with a focus on providing weekly ongoing interaction and material development and requiring live student participation in each particular segment. My goal is to present the materials in a manner that maximizes interactions weekly with students, the topics covered and current events; while providing contingencies if live participation at a given point in time becomes impossible. This balance will require your help so your weekly live participation in lectures, discussion forums and other forms in real time is greatly appreciated. To the extent students cannot plug into our weekly lectures in real time, active participation in discussion forums, watching video recordings of our WebEx sessions and other methods will be required. However, my strong desire is for nearly all of you to be active and contributing live and in person during our normal class scheduled WebEx meetings.

Course Delivery Format: The course delivery mode is remote synchronous; meaning that the learning activities take place online (virtually) and there will be live/synchronous sessions each class.

We will be utilizing the Canvas learning management system to access learning materials, post announcements, submit Assignments, post to Discussion forums, communicate via the Inbox feature, attend live sessions through WebEx, and take exams. Be sure to check this site frequently as there will be announcements and instructions.

Canvas: The course will be using Canvas extensively; the course site for Canvas may be accessed through the following link:

https://rutgers.instructure.com/courses/118206

If you are new to Canvas, be sure to complete the Canvas Tutorials under Course Tools Tutorials section of the Modules.

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.

VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance

VII) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

Text: ___Robert C. Higgins, Analysis for Financial Management, McGraw Hill, 12th edition, 2018 (ISBN-13: 978-1259918964)___
Additional materials as indicated below will be made available on Canvas.

Required Software: Adobe Acrobat Reader and Microsoft Word, Excel, and PowerPoint or other software with similar functionality by Google, Apple and others.

Prerequisites: An active e-mail account, netid, access to Canvas and basic knowledge of Microsoft Word Excel, Arithmetic, and Algebra (ratios, percentages, and word problems) are required.

Recommended: The reading of business publications such as the Wall Street Journal, New York Times, Fortune, or the Harvard Business Review is highly encouraged. Many business publications are available through the University Library– a service for which you have already paid. Additional web sites offering business insights in general and specific articles will be discussed in class and linked through Canvas.

Class Approach: There will be a lecture at each class and then a discussion of a series of exercises and examples. Power Point presentations used during the lecture will be posted shortly prior to class on Canvas so that you can use them as a basis for taking notes or to follow along.

Required Work

There will be ~bi-weekly Homework Assignments involving problem sets which will be discussed in class and assigned on Canvas. Students will be expected to participate during class in reviewing these assignments as part of their overall final grade.

Students will take one online midterm exam and one take home final exam during exam week.

Students will also develop a Cost Benefit Analysis/Presentation project during the last two weeks of the semester.

Cost Benefit Analysis/Return on Investment Project. You will work on 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.

You will prepare this report for the Senior Vice President of Human Resources. This report must state your recommendation and summarize all analyses. Also, you 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

Assessment Policy

Grading: Grades will consist of the following components of 100% of the grade:

Midterm Exam (Online)   20%
Final Exam (Take Home)   20%
Cost Benefit Analysis/Presentation   15%
Homework Assignments (~5 bi-weekly)   35%
Participation   10%

Letter Grade	Scores Based on Course Components
A	90-100
B+	85-89
B	80-84
C+	75-79
C	70-74
D	60-69
F	< 60

Note: Rounding up or down for 'in between grades' will be based on multiple factors including participation and attendance; but will only be considered for 1% point. For example, an 84.6% may round up to an 85% for a B+ if attendance and participation are exceptional; an 84.4% will in all but exceptional instances not round up; and a 83.9% will not be considered for rounding up to a B+. The thresholds for final letter grades will be re-scaled if a conventional standard seems unreasonable.

Requests for recommendations must be made in writing after completion of the course.

Attendance and Participation: Participation in the lectures is critical to the class both in terms of being present in class and fully participating. Attendance will be taken in class during each class, and those not participating will have their final grades impacted accordingly. Materials will be presented in class that are not covered in the readings and they will make up a significant part of the examinations. All additional materials will be available on Canvas.

A student missing more than 50% of the classes will not receive credit for this course. Each student will have one excused absence that will not count towards these missed classes or receive any penalty to their attendance grade. This excused absence can be used for any reason and does not require a note, so it can be used for an absence related to an illness, for example.

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. Conversely, attendance below ~80% will reduce your final grade on a sliding scale. You should track your attendance on Canvas, and your overall attendance percentage (present in class out of total classes where attendance was taken) can be seen on Canvas in the Gradebook.

Each student will be required to submit work product for Exercises on Canvas during most weeks prior to each class using the Assignments folder on Canvas. **This is part of your participation grade which accounts for 10% of your overall grade.** These Exercises will form the basis of many of our lectures so it's important that you attempt them to familiarize yourself with the Exercises that we will be doing in class. They may also include questions relating the materials to current events. Students will be called upon in class to discuss their Participation comment so please come to class prepared to engage on the comment you provided. **Failure to be available in class to discuss your Participation comment if selected will materially impact your grade for your Participation submission during that class.**

Readings and Deadlines: All readings should be completed prior to the date noted on the syllabus. Due dates and deadlines are firm. Unless you can get prior approval, each day late will result in increasing penalties. You must download your assignments and upload your completed written assignments in the Assignments folder on Canvas.

Assigned Readings: Note that the assigned readings indicated below will be revised over the course of the semester; please pay attention during class and on Canvas for specific assignments and due dates.

Schedule

Date	Session	Topic	Reading*	Deliverable
1/25	1	Introduction; Financial Statements	Chapter 1	
2/1	2	Financial Statements; Evaluating Performance	Chapter 2	HW 1 due ~2/5
2/8	3	Evaluating Performance; Financial Forecasting	Chapter 3	
2/15	4	Financial Forecasting; Growth	Chapter 4	HW 2 due ~2/19
2/22	5	Growth; Financial Instruments and Markets	Chapter 5	
3/1	6	Financial Instruments and Markets; Catch Up	Additional materials posted on Canvas	HW 3 due ~3/5
3/8	7	MidTerm Exam	Open Book and Open Note Exam	Online MidTerm Exam

3/15		NO CLASS 3/15 Rutgers University Spring Break		
3/22	8	The Financing Decision	Chapter 6	
3/29	9	Discounted Cash Flow	Chapter 7	
4/5	10	Discounted Cash Flow		HW 4 due ~4/9
4/12	11	Risk Management	Chapter 8	
4/19	12	Business Valuations	Chapter 9	HW 5 due ~4/23
4/26	13	Catch up; Cost-Benefit Analysis Project Review	**Presentation Review**	
5/3	14	Wrap up; Cost-Benefit Analysis Project Review	**Presentations**	**Take Home Final Exam Released**

*Chapter references are to the Higgens text; additional readings assigned in class will be posted on Canvas.

Final Exam will be a take home final exam to be assigned on the last day of class to be submitted in the Assignments folder on Canvas by 11:59pm ~Monday May 10

Academic Integrity: All students are responsible for locating, reading, and abiding by the University Policy on Academic Integrity for Undergraduate and Graduate Students. The policy is available on-line at http://cat.rutgers.edu/integrity/policy.html.

Special Needs: 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 on the ODS web site at: https://ods.rutgers.edu/students/registration-form.