

**COURSE SYLLABUS**  
**HR Decision Making: Financial Decisions**  
**Spring 2022**  
**Course Number 38:533:540:90**  
**Online Course**

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<b>Live Conferences</b> (Virtual Office Hours)	Thursdays, 6:15 pm to 7:15 pm, Eastern 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)

**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, 11<sup>th</sup> edition, 2015 (ISBN-13: 978-0077861780); 12<sup>th</sup> edition, 2018 (ISBN-13: 978-1259918964) may be used instead.

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	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>).

## 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 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 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
1/18	1	Introduction	Chapter 1
1/24	2	Financial Statements	Chapter 1
1/31	3	Evaluating Performance	Chapter 2
2/7	4	Evaluating Performance	Chapter 2
2/14	5	<b>First Exam (Chapters 1 and 2)</b> Financial Instruments	<b>Exam I</b> Chapter 5
2/21	6	Financial Instruments	Chapter 5
2/28	7	The Financing Decision	Chapter 6
3/7	8	The Financing Decision	Chapter 6
<b>SPRING RECESS – NO CONFERENCE ON MARCH 17</b>			
3/21	9	Discounted Cash Flow	Chapter 7
3/28	10	<b>Second Exam (Chapters 5 and 6)</b> Discounted Cash Flow	<b>Exam II</b> Chapter 7
4/4	11	Risk Management	Chapter 8
4/11	12	Risk Management	Chapter 8
4/18	13	Business Valuations	Chapter 9
4/25	14	<b>Cost-Benefit Analysis Project Review</b>  Business Valuations	<b>Team Presentations</b> <b>All Papers Due</b> Chapter 9
5/2 (Exam only)	15	<b>Third Exam (Chapters 7, 8 and 9)</b>	<b>Exam III</b>

\*Including articles as assigned

**Week 1 begins on January 18.** During Week 1, you will begin the following course components that we will use in each weekly module:

**Live Conferences/Virtual Office Hours – Thursdays from 6:15 pm to 7:15 pm, Eastern Time** – We will discuss the weekly modules 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 in each weekly module.

**Assignments (Graded)** - Weekly assignment on modules 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 need to continue to work in your teams virtually. To help you connect, you can also use **Big Blue Button** to help you meet and present. You should collaborate with your project team members using the Canvas project teams set up for you under People. (Teams will be set up in second week of class.)