

**COURSE SYLLABUS**  
**HRM Financial Decisions**  
**Fall 2023**

**Course Number 37:533:360:01**  
**Livingston Campus, Tillett Hall, Room 257**

<b>Instructor</b>	Douglas Coffey, douglas.coffey@rutgers.edu
<b>Teaching Assistant</b>	To be announced
<b>Office</b>	Levin Building, Room 217B
<b>Phone</b>	848-445-5639
<b>Required In-person Classes</b>	Tuesdays and Thursdays, 2:00 pm to 3:20 pm, Eastern
<b>Office Hours</b>	D. Coffey, Tuesdays, 12:30-1:30 pm, Eastern Also available by appointment
<b>Learning Management System</b>	Canvas

**Course Description**

This course will examine the relationships between corporate finance and human resource management/labor relations. We will cover the connections between business strategy, financial strategy and human resource strategy. In addition, you will learn how to use financial decision-making techniques for assessing and developing HR practices and programs.

**SMLR Learning Objectives**

This course is designed to help students attain the following SMLR learning objectives:

**II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.**

- o Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- o Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- o 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**

- o Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- o Understand the legal, regulatory and ethical issues related to their field
- o Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- o 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**

- o Develop effective presentation skills appropriate for different settings and audiences
- o Develop career management skills to navigate one's career

- o Develop capabilities to work and lead in a multicultural and diverse environment
- o Work productively in teams, in social networks, and on an individual basis
- o Develop cultural agility competencies
- o Demonstrate lifelong personal and professional development skills

### **Course-specific Learning Objectives**

Upon completing this course, you will be able to:

- I) Utilize discounted cash flow, capital budgeting, and cost of capital in planning HR initiatives
- II) Analyze financial statements - income statement, balance sheet and cash flow statement
- III) Understand the alignment between business, financial and HR strategies

### **Text**

Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy  
by Steven Director, published by FT Press, 2013 (ISBN-13: 978-0-13-299674-7)

### **Other Readings**

Available through Rutgers Library Services—Business Week, Fortune, New York Times, Wall Street Journal, and other sources.

### **Course Methodology**

Lectures, discussions, readings, and student project. We will also use PowerPoint, Excel and online resources.

### **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>).

### **Attendance and Participation**

The attendance and participation grade is comprised of 40% attendance and 60% class discussion/exercise responses. Everyone begins with 80 out of the total possible 100 points. Points can be gained for insightful contributions to class and perfect attendance, and points can be lost for absenteeism, being unprepared, and misconduct during class. For each class session, you are expected to have read the assigned reading for that particular session, stay for the full session, and be prepared to discuss topics in class. **Attendance is required and will be taken at every live class lecture.**

**Schedule**

DATE	Module	TOPIC	TEXT
9/5 9/7	1 1	Linking Corporate, Human Resource and Financial Strategies/Getting to Know the Financial Statements	Chapter 1 Chapter 2
9/12 9/14	1 1		Chapter 3
9/19 9/22	2 2	Cash Flow and Profitability	Chapter 4
9/26 9/28	3 3	Piecing Financial Statements Together and Financial Metrics	Chapters 2 through 4
10/3	4	Key Measures of Profitability, Leverage and Solvency	Chapters 2 through 4
<b>10/5</b>	-	<b>In-class EXAM I - CHAPTERS 1,2,3 &amp; 4*</b>	
10/10 10/12	5 5	Business Models	Chapter 5
10/17 10/19	6 6	Capital Structure, Weighted Average Cost of Capital (WACC) and Economic Value Added (EVA)	Chapter 6
10/24 10/26	7 7	Capital Investment: Fixed/Variable Costs and Operating Leverage	Chapter 6
10/31 11/2	8 8	Discounted Cash Flow	Chapter 7
<b>11/7</b>	<b>8.5</b>	<b>Asynchronous Virtual Session – No in-person class: Financial Measures for HR Initiatives and Project Preparation</b>	<b>Chapter 7</b>
11/9	-	Project Preparation (In-person Class)	Chapters 7
11/14	9	Capital Structure: Debt and Equity	Chapters 7 and 8
<b>11/16</b>	-	<b>In-class EXAM II - CHAPTERS 5,6,7 &amp; 8*</b>	
11/21 University observes Thursday schedule	10	Strategic Initiatives, Discounted Cash Flow, and Risk Management	Chapter 9
<b>THANKSGIVING RECESS – NO CLASS ON NOVEMBER 23</b>			
11/28	11	Changing Investment Scenarios and Options as Performance Incentives (Team presentations)	Chapters 9 and 10
11/30	11	Expected Value, Perpetuity and Employee Stock Option Calculations (Team presentations)	Chapters 9 and 10
12/5	12	Pensions and Team Project Submissions (Team presentations)	Chapter 11
12/6	-	Creating Value and Rewarding Value Creation (Team presentations)	Chapter 12 Highlights
<b>12/12</b>	-	<b>Course Wrap Up In-class EXAM III - CHAPTERS 9,10 &amp; 11*</b>	

\*Including articles as assigned

**There will not be a final exam scheduled for this course.**

**Module 1 begins on September 5.** During each weekly module, you will complete the following course components:

**Live Class Lectures – Tuesdays and Thursdays from 2:00 pm to 3:20 pm, Eastern Time - Mandatory** live interactive lectures you are required to attend. **Attendance will be taken at each session and counted toward your Attendance and Participation grade.**

**Assignments (Graded)** - Weekly assignment on module material that will be completed in class or submitted in class or Canvas dropbox.

**Discussions (Graded)** - Asynchronous discussion board among the students based on four questions on the weekly material. Students post responses and interact with others through a virtual discussion board. Discussion groups will be set up starting in the second week.

**Quizzes (Graded)** – Weekly check on terms, concepts and calculations from the weekly module.

**Office Hours –**

**D. Coffey**, Tuesdays, 12:30 pm to 1:30 pm, Eastern Time, Levin Bldg./217B, (Starting September 5)

In-person office hours enable students to discuss the weekly material and address other concerns. Additional times will be available by appointment.

### **Term Project**

You will work in teams or individually to do the following:

- I. Select a long-term, capital investment for your Human Resources group, e.g. an applicant tracking system, recruitment assessment center, new training conference center, etc.
- II. Estimate the cost and benefits of your investment using present value.
- III. Calculate the **payback period, net present value, benefit cost ratio, and internal rate of return** of the proposed investment.
- IV. Submit an executive summary paper (two to three pages **maximum** including your one-page Excel spreadsheet). In addition, please cite all references in a bibliography at the end of your paper.

Grades will be based on the quality of the following:

- I. Cost/Benefit Analysis
- II. Excel Spreadsheet
- III. Executive summary paper including upfront statement of purpose and recommendation and informative section headings
- IV. Team presentation to class
- V. Peer reviews of your contribution to the team

Teams will be set up midway through the course as we cover related material. Once the student is assigned to the project as part of a team or as an individual, that assignment will need to be maintained until the project is completed. To help you connect, you can use **Big Blue Button** to meet and shares documents. You should collaborate with your project team members using the project teams which will be set up for you in Canvas under the Group icon. **Students will also briefly present these proposals during the last three weeks of class.**

The grading weights for this course are as follows:

<b>Grading Components</b>	<b>% of Course Grade</b>
Exam I	15%
Exam II	15%
Exam III	15%
Weekly Quizzes	15%
Weekly Assignments	10%
Weekly Discussion Posts	10%
Term Project - Paper on capital investment with cost/benefit analysis	10%
Attendance and Participation	10%
<b>Total</b>	<b>100%</b>

### **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.

## Grading Scale

A	90 - 100
B+	85 - 89
B	80 - 84
C+	75 - 79
C	70 - 74
D	60 - 69
F	0 - 59

**Two extra credit opportunities will be given to increase Exams II and III scores.**

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.)

To help you get started, please review the other aids in **Learning Support Resources** posted in Canvas before Module 1. These tools and resources will help you become acclimated to the way this online course works and prepare you for the weekly modular format.

## Professionalism Policy

- **Phones, PDA's, and similar electronic devices are not to be used in class.** Please make sure these are turned off and put away before class begins. No email, texting, tweeting, etc, or web surfing will be allowed in this class out of respect for others.
- **Students arrive on time.** On time arrival for live classes ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
- **Students are fully prepared for each class.** Much of the learning takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. Lack of preparation affects not only the individual, but their peers who count on them as well.
- **Students are responsible for all administrative announcements** including any changes announced on Canvas.

## Examinations

Three exams will cover all course material, including lectures, discussions, assignments, quizzes, and readings. Each exam will cover approximately one-third of the course material. The exams will be non-cumulative.

**There will not be a final exam scheduled for this course.**

## Make-up Policy

The dates of each of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor or medical facility), inclement weather (when Rutgers is closed), and when the instructor emails the class announcing that class is suspended, or other critical circumstances such as death in family. **Please make sure to contact the instructor immediately upon learning you will not be able to make an exam session.** A make-up exam will be held at a time that is convenient for the instructor. An officially cancelled examination will be held at the next regularly scheduled class period.

## Resources to Support Students

The following resources are available to students to meet their needs and lend support.

Office of the Dean of Students	<a href="http://deanofstudents.rutgers.edu/">http://deanofstudents.rutgers.edu/</a>
Division of Student Affairs, NB	<a href="http://studentaffairs.rutgers.edu/for-students/">http://studentaffairs.rutgers.edu/for-students/</a>
Student Health (CAPS, HOPE, Medical Services, Pharmacy Services)	<a href="http://health.rutgers.edu/">http://health.rutgers.edu/</a>
CAPS “Let’s Talk” Service offering drop-in hours	<a href="http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/">http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/</a>  Just click the link to register and drop in. <a href="#">CAPS CARES – Registration Link</a>
Residence Life Staff	<a href="http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/">http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/</a>
One Stop New Brunswick Cross-functional service for financial aid, student accounting & registration	<a href="https://rutgers.force.com/OneStopPortal/s/">https://rutgers.force.com/OneStopPortal/s/</a> New-Brunswick
Rutgers Student Food Pantry	<a href="http://ruoffcampus.rutgers.edu/food/">http://ruoffcampus.rutgers.edu/food/</a>
Anonymous concerns can be addressed to “Do Something”	<a href="http://health.rutgers.edu/do-something-to-help/">http://health.rutgers.edu/do-something-to-help/</a>
Office of Student Legal Services (SLS)	<a href="http://rusls.rutgers.edu/">http://rusls.rutgers.edu/</a>
Office for Violence Prevention and Victim Assistance	<a href="http://vpva.rutgers.edu/">http://vpva.rutgers.edu/</a>
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).	<a href="https://smlr.rutgers.edu/academic-programs/current-students">https://smlr.rutgers.edu/academic-programs/current-students</a>
SMLR Scholarships	<a href="https://smlr.rutgers.edu/academic-programs/scholarships">https://smlr.rutgers.edu/academic-programs/scholarships</a>

**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 should be cautioned about sharing course material, especially quiz or exam questions, on websites as such activity may consist of academic dishonesty. Please also note all chapter slides are copyrighted and may only be used as authorized for this class. These slides may not be scanned, copied or duplicated to a publicly accessible website.



## ***Academic Integrity Contract***

**(To be signed and uploaded in dropbox as directed in class)**

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see <http://studentconduct.rutgers.edu> for details regarding the Student Code of Conduct. Please see <http://policies.rutgers.edu/sites/policies/files/10.2.13%20-%20current.pdf> for details regarding the Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see <http://studentconduct.rutgers.edu/student-conduct-processes/university-code-of-student-conduct/#1495569259725-1f451194-472b> for detailed descriptions of each type of action.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

### Plagiarism/False Representation of Work

- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's work should be avoided unless you obtain express permission from both the instructor and originator of the work.
- Fabricating or misrepresenting data or information
- Forging signatures

Cheating

- Copying work on examinations.
- Acting to facilitate copying during an exam.
- Sharing answers through technology or in written or verbal form when such interactions are prohibited
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.
- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student's work so they may represent it as their own
- Assisting another student in cheating or plagiarizing
- Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

I, \_\_\_\_\_ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. Furthermore, I understand the consequences of unethical behavior.

We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Department Chair, or Dean.

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student Name (Please Print): \_\_\_\_\_

Rutgers University ID: \_\_\_\_\_