Developing Human Capital (38:533:634)

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Course Overview

It is becoming increasingly clear that the only sustainable source of competitive advantage for a company is the quality, uniqueness and commitment of its human capital. This course focuses on assessing and developing the capabilities of an organization's human capital and implementing programs that will enhance the competitive advantage of the company. The three primary processes used to develop human capital: training, performance management and leader development/succession management will be addressed.

The first half of the class focuses on the knowledge and skills necessary to assess the training needs of an organization, design an appropriate training program that aligns with the strategy and values of the company and leverages appropriate instructional design and learning theory. The perspective taken is that of a Chief Learning Office (CF0) deciding how to use scarce resources to maximize business impact. Particular emphasis will be placed on determining how to evaluate the effectiveness of training programs and enhance the return on investment (ROI) of all programs.

The goal of Performance Management is to link organizational strategic objectives and values to individual performance expectations and objectives and to identify areas of strength and opportunities for improvement in an employee's performance of their job. The second half of the class focuses on the knowledge and skills necessary to evaluate a company's existing performance management system and recommend ways to improve the process and outcomes.

Finally, an overview of the strategic talent management process will be covered, including assessing executive talent, designing leadership development programs and evaluating the effectiveness of the process

Two complete training modules (Situational Leadership^{TM} and Coaching Skills for Managers) will be presented to provide students with a complete framework to better understand all of the elements necessary to design and deliver an effective management development program.

Learning Goals

- Understand how to use appropriate models and tools to assess and plan improvements to corporate performance management programs and organizational-wide training & development initiatives

- Understand the application of learning theory and psychometric standards to the design and implementation of training programs and performance management systems

- Develop skills in assessing the business impact of performance improvement initiatives

DATE	TOPIC	Reading
9/8	**Training & Development Overview**	*100 Years of Training Research*
9/15	**Strategic T&D and Evaluation**	*Investing in Human Capital Selected Alternative Training*
9/22	**Training Needs Assessment**	*Application of Cognitive Theories*
9/29	**Training Needs Assessment (Continued)**	
10/6	**Learning theory/Program Design** Learning model Motivation models Learning process Fundamental of Program Design	*Learning Theory Gagne's Theory*
10/13	**Training Techniques** Passive, Active, Group Learning Action Learning Maximizing effectiveness	*Does Active Learning Work? Action Learning Framework Action Learning for Leaders*
10/20	**EXAM I**	
10/27	**Performance Appraisal: The Challenge of Appraisals** Assessment is inherently difficult	**Performance Appraisal Trends Folder Performance Appraisal Problems Folder**
11/3	**Performance Appraisal: Improving the Appraisal Process** The science of appraising performance Improving the appraisal instrument	**Performance Appraisal Folder**

11/10	**Performance Management**	
11/17	**Performance Planning**	
11/22 Tuesday	**Coaching**	
11/25	**NO CLASS**	
12/1	**Management Development** Training vs. development The importance of management development The Leadership crisis Assessing talent How to develop talent	**Development Folder**
12/8	**PRESENTATION**	
12/15	**EXAM II**	

TEXTS: All assigned readings are listed on the syllabus and available on Sakai

Readings as assigned

GRADING:	EXAM	I	35
	EXAM	II	35
	PROJECT		30

Academic Honesty and Code of Conduct

Students are expected to abide by Rutgers's Academic Integrity Policy and Code of Student Conduct. Acts of cheating, plagiarism, forgery, fabrication or misrepresentation are not tolerated and will be dealt with according to the university policies and procedures. If you have doubts concerning committing a potential act of academic dishonesty, please contact the course instructor for advice. Moreover, you are advised to check the websites of the Office of Academic Integrity at:

Special Needs and Accommodation

"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". For additional information, please visit the website of the Office of Disability Services at: https://ods.rutgers.edu/studen

SMLR Learning Objectives

IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.
- o Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- o Evaluate and apply theories from social science disciplines to workplace issues

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