

Developing Talent

37:533:312:03 Fall 2024 Hybrid Synchronous

Meeting Thursdays 5:40pm to 7pm, Tillet Hall, Room 204 (when in-person)

Meet the Teaching Team:

Alwyn Klein

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With 26 years of experience in the learning and development, knowledge management, change management, and performance improvement field, you can expect to gain insight about talent development through the lens of real-life experience. Your learning is important to me, so, if anything is getting in the way of that, please consider reaching out so we can work on a strategy for your success together! [LinkedIn](#)

Required Textbook

Employee Training & Development, 9th Edition. 2023.

Author: Raymond Noe

ISBN10: 1264080921 ISBN13: 9781264080922

Course Overview:

Welcome to Developing Talent, a course that will expose you to the world of developing the knowledge and skills of the largest asset a company of any size has, its human capital. Improving the performance of people by growing their knowledge and skill, not only contributes to companies' reaching their goals, but also helps people successfully perform in their jobs. From entry level to expert, it assists new grads in getting their first job, new hires contributing to the success of the company quickly, people progressing along their career path, employees reaching their career goals.... getting the promotion, the increase, the bonus, becoming a leader.... I could go on!

In the world of work, **performance matters** and you will learn the best-in-class strategies for both individuals and companies to plan, create, and offer effective learning that supports improved performance. You will study the entire learning lifecycle from analysis to evaluation and everything in between to ensure you have a strong basis to implement best-in-class talent development.

The course has an application focus wherein, the concepts and frameworks are important (very), but the ability to apply them is **really** important. The textbook will work as a guide and directly relate to the content applied in the classroom, exercises, discussions, and activities. Expect a variety of learning modalities - after all, this is a class about learning.

No matter your personal career path or goals, somewhere along the way, topics you learn in this course will help you personally. I hope you join me on this journey and take full advantage of the benefit you can personally gain.

Hybrid Course Structure and Methodology

This course is a mix of synchronous and asynchronous content every week:

Weekly Synchronous Content:

The *live lecture* of the week will be on Thursdays at 5:40pm - 7:00pm and attendance is required! You can expect these to be a balance of presentation of content and active learning experiences/discussions. When these are in-person versus virtual is laid out in the course calendar. Any changes will be communicated with at least 24 hours' notice.

Weekly Asynchronous Content:

One weekly 'lecture' will be asynchronous, where you will have content to work through, often including embedded questions and/or some work that needs to be submitted. This will be made available through Canvas on Thursday evenings by midnight and due prior to the following Thursday lecture in most cases. Any changes to this will be made clear in Canvas.

Communication and Office Hours:

I believe in frequent and open communication. With this class being a mixed hybrid model, we will interact weekly during classes and through Canvas. Please feel free to connect with me between classes on email or if needed schedule an appointment during the defined office hours of **Mondays and Wednesdays between 5:30pm -7:00pm.**

I need 24 hours' notice to schedule an appointment, so please send an email and suggest a time slot that will work for you within these windows. I will email you a confirmation and specific time. Please use email for anything time sensitive.

Please do not think twice, if you have a concern or query, rather email than not!
All meetings will be held over Zoom.

Class Calendar

Below you will find the tentative class calendar. The content will be covered in the following sequence. That said, please note that dates and format are illustrative and subject to change, giving us flexibility for some topics to take more time and others less. We will work together to ensure we cover everything, and some flexibility will likely be needed to ensure you get the most from this course.

Class Calendar

Live Class Date	Classroom Content		Asynchronous Content (Recorded Lecture and/or Other Media)
	Topic	Classroom Format 5:40pm - 7:00pm	
Sept 5 th	Introductions and Course Overview	Classroom Tillet Hall, Rm 204	Chapter 1: Introduction to Training and Development Syllabus and Academic Integrity Contract
Sept 12 th	Chapter 2: Strategic Training	Live Online: Zoom	Chapter 3: Learning Needs Assessment Part 1
Sept 19 th	Chapter 3: Learning Needs Assessment Part 2	Classroom Tillet Hall, Rm 204	Chapter 4: Learning and Transfer of Learning Note: Exam 1 will be available from 22 nd to 23 rd Sept
Sept 26 th	Chapter 5: Program Design Part 1	Classroom Tillet Hall, Rm 204	Chapter 4: Learning Objectives Section
Oct 3 rd	Chapter 7: Traditional Training Methods Part 1	Live Online: Zoom	Chapter 7 - Traditional Training Methods Part 2
Oct 10 th	Chapter 7 - Traditional Training Methods Part 3	Classroom Tillet Hall, Rm 204	Chapter 7 - Traditional Training Methods
Oct 17 th	Assignment: Group Presentations	Classroom Tillet Hall, Rm 204	Exam Preparation Note: Exam 2 will be available from 20 th to 21 st Oct
Oct 24 th	Assignment: Group Presentations	Classroom Tillet Hall, Rm 204	Chapter 8: Technology-Based Training Methods Part 1
Oct 31 st	Assignment: Group Presentations	Classroom Tillet Hall, Rm 204	Chapter 8: Technology-Based Training Methods Part 2
Nov 7 th	Chapter 8: Technology-Based Training Methods Part 3 – AI in Learning	Live Online: Zoom	Chapter 6: Training Evaluation Part 1
Nov 14 th	Chapter 6: Training Evaluation Part 2	Live Online: Zoom	Chapter 6: Training Evaluation Part 3
Nov 21 st	Chapter 6: Training Evaluation Conclusion	Live Online: Zoom	Chapter 9: Employee Development and Career Management Part 1
Nov 26 th	Chapter 9: Employee Development and Career Management Part 2	Live Online: Zoom	Chapter 9: Employee Development and Career Management Part 3
Dec 5 th	Guest Speakers: Careers in Talent Development (Chapter 1 ctd)	Live Online: Zoom	End of Semester Exam 3 as per Exam Schedule

Breakdown of Grading and Performance Opportunities

Grading and Course Requirements

Activity	Points	Percentage
1. Exams (80 each)	240	~55%
2. Class Engagement: Synchronous & Asynchronous	65	~15%
3. Assignments and/or Discussion Posts	130	~30%
4. Total	435	100%

Final grades will be determined by the scales shown below:

Points	Percentage	Grade
392-435	90-100%	A
374-391	86-89.9%	B+
348-373	80-85.9%	B
331-347	76-79.9%	C+
305-330	70-75.9%	C
261-304	60-69.9%	D
260 and below	59.9% and below	F

1. Examinations

- There will be 3 non-cumulative exams:

Exact content will be provided closer to the exam once we can determine the cadence of the class.

	Illustrative Content	Exam Window
Exam 1	Chapters 1,2, and 3	22-23 Sept
Exam 2	Chapters 4,5,7	20-21 Oct
Exam 3	Chapters 6, 8, 9, and AI in Learning	As per Exam Schedule

- The content of exams includes all textbook chapters listed, assigned readings scheduled before the exam, lecture notes, and any other course material (e.g., articles, guest lecturers, videos, class activities).
- Each exam is worth 80 points, for a possible total of 240 points.
- All exams will be done through Canvas online. You will have a 48-hour window to take exams 1 and 2. Exam 3 will be during the exam window for this course. Once you start the exam, you will have 1 hour, 20 minutes to complete the exam.
- Start the exam with at least 1hr 20min left in the exam window to ensure you have enough time to complete the exam. It is most critical for the final Exam 3 as the window is smaller.
- All exams are **open notes**. You are allowed to use your notes, textbook and class materials during the exam. You are NOT allowed to use any help from other people or students. This will result in academic integrity charges brought against you.
- Once the entire class has completed the exam and exam grades have been released, you may review your exam with me during virtual office hours, however, I will discuss the exams in the class following the exam too.

- **Make-up policy:** The dates 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 exam. Please inform me as soon as possible, should you have a valid reason for missing an exam.
- Rutgers policy on religious holidays: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

2. Class Engagement

Class attendance **and** full participation is expected of ALL students during class meetings. Class participation is essential and includes contributing to discussions, sharing ideas, and thoughts on the topic. Please come to class prepared to participate, be inquisitive, and questioning during each class session as it will contribute to your learning and overall success in the class.

We will be using **Top Hat** (www.tophat.com) for attendance and in-class participation. The version we will use is Top Hat Basic - which is free for students. PLEASE do not purchase a subscription of any kind. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text message – so please ensure you have a device for class. You should be able to access Top Hat through the course navigation link in Canvas. Also, you can use your Rutgers NetID to access Top Hat.

3. Weekly Asynchronous Content and Assignments

Completion of asynchronous content contributes to your overall grade through requiring interactions or uploading of completion certificates. On weeks where there are assignments, you will receive guidelines clearly explaining the requirements and expected deadlines. Please contact me with any questions.

You are expected to submit your assignments on the specified due dates. Refer to the Canvas site for each module's/week's assignment and/or projects due dates. Late assignments grading policy is as follows:

2-24 hours late – 10% will be deducted from your total grade.

25-48 hours late – 20% will be deducted from your total grade.

48+ hours late – 30% will be deducted from your total grade.

Assignments more than 3 days late will not be accepted, and your grade for that specific assignment will be zero.

*If you know you will be late with your assignments ahead of time, for good reason, please contact me to discuss alternative dates. **I understand that unfortunately crises happen, so be sure to contact me as soon as you can!***

Group Assignments: You will have some assignments that will require you to work in a group with 3-4 classmates. This will include completing peer evaluations of everyone in your group

and these evaluations will contribute to your overall score for the culminating group presentations in class.

4. Online Discussion Posts

Throughout the semester, you will be expected to participate in a few virtual class discussions. The topics will vary, and they will be related to that week's activities and content. On the weeks when discussions are posted, you will be responsible for responding to the discussion prompt and responding to at least one classmate's discussion posts. Due dates will be listed on Canvas.

5. Extra Credit Opportunities

There will likely be at least one opportunity for extra credit during the semester – watch out for details in class.

SMLR Learning Objectives.

The **Developing Talent** course is designed to meet sections of the following learning objectives for the School of Management and Labor Relations.

- I. ***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)
- II. ***Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations***
 - Develop effective presentation skills appropriate for different settings and audiences
 - Develop career management skills to navigate one's career
 - Develop capabilities to work and lead in a multicultural and diverse environment
 - Work productively in teams, in social networks, and on an individual basis Develop cultural agility competencies
 - Demonstrate lifelong personal and professional development skills

Special Needs Accommodations.

If you have a disability and require special accommodations for your learning activities please contact the Office of Disability Services. Should you require any assistance in facilitating the process, please just let me know.

Below is the contact information for the office of disability services:

E-mail Address: dsoffice@rci.rutgers.edu Phone: (848) 445-6800 <https://ods.rutgers.edu/>

Student Affairs. The Office of the Dean of Students provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Student Health & Wellness Services. <http://health.rutgers.edu/>

Student Support Services. Rutgers offers various student support services to help you succeed in your learning. Visit the Student Support Services page for more information. <https://studentsupport.rutgers.edu/>

Technical Support

If you are new to Canvas or need a refresher tutorial, visit:

- If you need technical assistance at any time during the course or to report a problem with Canvas:
- Contact [Rutgers IT Help Desk](#). 833-648-4357, email help@oit.rutgers.edu, accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student Tutorial](#)
- Canvas [Student Guide PDF Version](#)
- Access Rutgers Canvas via the [MyRutgers Portal](#), rutgers.instructure.com, mobile app and <https://canvas.rutgers.edu>
- For Canvas assistance, Passwords, or any other computer-related technical support contact the [Rutgers Canvas Help Desk](#). help@canvas.rutgers.edu

Student Code of Conduct. You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course, in the classroom as well as online. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated; and will result in immediate consequences, including dismissal from the course. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to Discussion Post Guidelines when communicating in your Canvas class.

Academic Integrity. Be sure to read and adhere to the Rutgers Academic Integrity Policy. This includes the University's policy on cheating and use of copyrighted materials being enforced in this class. Please refer to the Academic Integrity Policy for more detail regarding these policies: <https://academicintegrity.rutgers.edu/sites/default/files/pdfs/current.pdf>

All students registered for this course are asked to sign an Academic Integrity Contract. Academic dishonesty will not be tolerated. <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

Additional Resources:

Student Success Essentials: <https://success.rutgers.edu>

Student Support Services: <https://www.rutgers.edu/academics/student-support>

The Learning Centers: <https://rlc.rutgers.edu>

The Writing Centers (including Tutoring and Writing Coaching): <https://writingctr.rutgers.edu>

Rutgers Libraries: <https://www.libraries.rutgers.edu/>

Office of Veteran and Military Programs and Services: <https://veterans.rutgers.edu>

Student Health Services: <http://health.rutgers.edu/>

Counseling, Alcohol and Other Drug Assistance Program & Psychiatric Services (CAPS):
<http://health.rutgers.edu/medical-counseling-services/counseling/>

Office for Violence Prevention and Victim Assistance: www.vpva.rutgers.edu/