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Rutgers University – Livingston Campus
Developing Talent
Fall 2024
Course(s): 37:533:312:90
Logistics: Online/Asynchronous

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Professor: Dr. Kyra Leigh Sutton
Email: professorkyrasutton@gmail.com
Virtual Office Hours: Tuesdays, By Appointment.

NOTE: Scheduling Appointments: Professor Sutton requires AT LEAST 48 hours notice to schedule an appointment. Send an email with the subject line "**Office Appointment – Developing Talent – Online**." Suggest a time slot that will work for you on Tuesday or Thursday. Professor Sutton will email you back with a confirmation and a specific time. Meetings will be held over Zoom.

Website: https://tlt.rutgers.edu/canvas

Required Textbooks
   (1) Employee Training & Development, 7th Edition, © 2017
Author: Raymond A Noe, Ph.D.
ISBN:0078112850 / 9780078112850

   (2) Beyond Yes: Advice for Early Career Professionals Transitioning into the Workplace, © 2022
Author: Kyra Leigh Sutton, Ph.D.
ISBN: 9781792473432

Course Description. The purpose of this course is to explore, understand, and implement best practices related to the training and development of the asset that gives companies of any size a distinct advantage: human capital. The course examines individual and organizational strategies to stimulate learning and, by extension, improve performance. This course will be taught in an applied manner whereby we will rely on the textbook and other resources (e.g., articles and videos) to provide a foundation for the material. You will complete case studies and participate in class exercises/discussions to apply the theories to "real-world" training and development.

The class will cover several topics, including Employee Development and Career Management, Needs Assessment, Program Design, Performance Management, Strategic Training, Traditional Training Methods, and Training and Program Evaluation.

SMLR Learning Objectives.
The **Training & Development** 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

Method of Instruction. This course is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face classroom sessions. The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience. However, there may also be times when the instructor conducts a live chat session or a virtual office hour to address questions.

Course Structure. The course is structured by weekly modules. Each week is comprised of a combination of activities, including:
- Introduction of the topic for that week
- Readings (textbook, links to website articles, other)
- Multimedia (videos, interviews, podcasts, or other)
- Discussion Posts (will be completed weekly)
- Assignments (exercises, case studies)
- Quizzes (will be completed on several, but not all, weeks)

Multimedia. This course will use several videos from LinkedIn Learning (formerly Lynda.com). Instructions for accessing the videos are included in each module.

Description of Weekly Modules

Course Topics. The course is divided into **15 weeks** and includes the following topics:
- Week 1: Introduction to Training
- Week 2: Strategic Training
- Week 3: Performance Management
- Week 4: Needs Assessment
- Week 5: Program Design
- Week 6: Traditional Training Methods
- Week 7: Using LinkedIn Learning – As an Employee Development Tool
- Week 8: Technology-Based Training Methods
- **Weeks 9 &10: Training Evaluation/Midterm**
- Week 11: Employee Development & Career Management – Part One
- Week 12: Employee Development & Career Management – Part Two
- *Week 14: Employee Development & Career Management – Part Three
- Week 15: Employee Development & Career Management – Part Four

*Week 13 of the semester is Thanksgiving Break

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 my assistance facilitating the process, I will be happy to do so. Just let me know.

Below is the full contact information for the office of disability services:
Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.
- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388 https://ods.rutgers.edu/

Student Responsibilities.
Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, you are still expected to adhere to all due dates.

You are expected to:
- Have access to a reliable computer and access to the Internet
- Log in to Canvas for your course on a daily basis
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forum
- Read the textbook and other assigned chapter(s)
- Watch the videos
- Complete weekly assignments and adhere to all due dates
- Complete quizzes and the final exam
- Refer to Study Guides and Strategies for effective learning practices

- In case of computer failure: Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). An extra computer at home, your employer's computer, or a computer at your local library can be some alternatives. Additionally, be sure to back up your important documents and assignments on a flash drive or other external device.

Computer/Software/Apps/Accessories Requirement.
- Adobe Flash – latest version (you will need it to view videos)
- Access to the internet
- Microsoft Word
- Webcam (recommended)
- Headphones (highly recommended)
- Reliable computer
- Basic Computer Specifications for Canvas

Performance Opportunities	Max Points	Percentage (Approx.)
Weekly Assignments	490 pts	78%
Quizzes	80 pts	13%
Discussions	60 pts	9%
Total	**630 pts**	
Extra Credit – Optional	*[15 pts]*	

Final grades will be determined by the scales shown below:

Grade	Total Points	Range (%)
A	564 – 630	90-100
B+	533 – 563	85-89
B	501 – 532	80-84
C+	470 – 500	75-79
C	438 – 469	70-74
D	375 – 437	60-69
F	374 or below	59 and below

Description of Performance Opportunities
Assignments (up to 490 points): EIGHT graded assignments will be completed this semester, including a Midterm Assignment. The purpose of the assignments is to enable students to apply what they have learned about the topic. The detailed instructions for each assignment are included in Canvas. The assignments will be completed individually, and students are **NOT** permitted to work with others. Students will be reminded about the assignment due dates in the weekly emails.

Late Assignments. *You are expected to submit your assignments on the specified due dates. Late assignments will be accepted at the discretion of Professor Sutton and must be accompanied by an excuse (e.g., doctor's note, Dean of Students notification).*

Submission Guidelines – Late Assignments. Late assignments should not be submitted on Canvas because they will be closed. Therefore, any late assignments should be emailed directly to Professor Sutton (professorkyrasutton@gmail.com).

For assignments – the following grading policy will apply:
- 1 day late – 30% will be deducted from your total grade
- 2 days late – 40% will be deducted from your total grade
- 3 days late – 50% will be deducted from your total grade

Assignments that are over 3 days late will NOT be accepted, and your grade for that specific assignment will be zero.

Quizzes (Up to 80 points): **EIGHT** quizzes will be completed during this semester. The quizzes will be a combination of multiple-choice and true/false answers. Professor Sutton reserves the right to include essay questions on the quizzes. *Students are not permitted to make up quizzes. Quizzes must be submitted by the date included on Canvas.* **IMPORTANT: The quizzes will be timed, and you will have 30 mins. to complete them.**

Discussion Posts (Up to 60 points): SIX discussion posts will be completed throughout the semester to encourage course engagement and discussion about relevant topics. Some of the discussions will require an information search. Students are required to read and respond to comments posted by others in the class. *Students are not permitted to make up discussion posts. The discussion post must be submitted by the date included on Canvas.*

==Extra Credit—I recognize some students may want to earn extra participation points. Maximum Points: You can earn up to 15 extra credit points.==

There are three ways to earn extra credit, which are explained in the next section. **To earn the MAX. extra credit of 15 points, you must attend at least ONE SMLR Career-Sponsored Event/Meeting.**

==How can I earn extra credit?==
There are THREE ways to earn extra credit.

==Extra Credit Opportunity 1 of 3. SMLR Career Center Events.==
You will have opportunities to attend in-person and/or virtual events sponsored by SMLR's Office of Career Management.
How many events can I attend? You can attend up to three events, each worth 5 points. You must show proof of attendance! See below! **Notably, earning the MAX extra credit of 15 points requires attending at least ONE SMLR Career Center Event/Meeting.**
- **==A list of the SMLR Career Center activities will be provided on the course Canvas page; an announcement will be made when the SMLR Career Center Event calendar is posted.==**

Extra Credit Opportunity 2 of 3. RU Organization Meetings/Events.

Another way to earn extra credit is to attend events or meetings sponsored by organizations within SMLR. Specifically, you can attend the following organization's meetings/events and receive extra credit:

- RUINCLUSIVE
- RULERA
- RUPOWER
- RUSHRM

How many events can I attend? You can attend up to two events for extra credit. Each event is worth 5 points. You must show proof of attendance. See below!

How do you prove you attended meetings or events sponsored by SMLR Career, RUInclusive, RULERA, RUPOWER, or RUSHRM?

You are required to take a picture (live event) or a screenshot (virtual) event, and you/your name must appear in the picture. Next, you must submit the picture/screenshot within 24 hours of the event taking place. All proof of extra credit must be submitted directly to Prof. Sutton at professorkyrasutton@gmail.com

Additional details related to submitting proof of attendance are described on Canvas. *Notably, your picture/screenshot will be discarded once the extra credit is recorded to protect and maintain your privacy.*

Extra Credit Opportunity 3 of 3. Article Summaries.

The final way you can earn extra credit is by completing article summaries. Article summaries will only be open during the last week of the semester. The article summaries will be completed on Canvas. *Notably, without exception, extra credit article submissions will NOT be accepted beyond the deadline posted on Canvas.*

How many article summaries can I submit? You can submit up to two events for extra credit. Each article summary is worth 5 points.

How do I approach this assignment?
- Find an article related to one of the broader themes discussed in class and prepare a summary of the article.
- Each article summary should include two paragraphs:
- ✓ Paragraph One – Summary of the article
- ✓ Paragraph Two – 3 Lessons Learns (this can be in bullet points or a paragraph). Please number the three key lessons.

How do you submit the extra credit article summaries?
- Extra credit article summaries should be submitted on Canvas.

When are the extra credit article summaries due?
- The extra credit assignments will be due on the last day of class.

Where should the extra credit article summaries be submitted?
- They should be submitted on Canvas on the last day of class.

How many article summaries can I complete?
- You can complete up to TWO extra credit article summaries.

How many points can I earn?

- **You can complete up to <u>TWO</u> extra credit article summaries, and each summary is worth 5 points.**

Article Summary Topics

Topics	
Introduction to Training & Development	Find an article & prepare a summary about a current trend in the Training world.
Needs Assessments	Find an article & prepare a summary about the most common mistakes made during a needs assessment.
Program Design	Find an article & prepare a summary about designing training programs for <u>Gen Zers or Millennials</u> (e.g., skills that should be taught, design techniques)
Traditional Training	Find an article & prepare a summary about the pros/cons of ONE <u>hands-on</u> training method discussed in the book (e.g., role plays, case study)
Training Evaluation	Find an article & prepare a summary about how organizations evaluate the effectiveness of a training program/class.
Performance Management	Find an article & prepare a summary about performance management tools companies use in place of annual reviews.
Career Management	Find an article & prepare a summary about innovative ways companies are helping employees manage their careers over and beyond job-related training classes.

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.

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.

Office of Disability Services contact and address
Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.
- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/

Student Affairs. The Office of the Dean of Students supports students 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://shp.rutgers.edu/current_students/shrp_oss_mhc.html

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.

Additional Student Resources

Resource	Contact
Office of the Dean of Students (contact: Jeff Broggi)	http://deanofstudents.rutgers.edu/
Felicia McGinty Vice Chancellor of Student Affairs	felicia.mcginty@rutgers.edu
Student Health (CAPS, HOPE, Medical Services, Pharmacy Services)	http://health.rutgers.edu/search/
CAPS "Let's Talk" Service offering drop-in hours	http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/
Residence Life Staff	http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/
Rutgers Student Food Pantry	http://ruoffcampus.rutgers.edu/food/
Anonymous concerns can be addressed to: "Do Something	http://health.rutgers.edu/do-something-to-help/
Office of Student Legal Services (SLS)	http://rusls.rutgers.edu/
Office for Violence Prevention and Victim Assistance	http://vpva.rutgers.edu/

Technical Support 24 hours, 7 days per week. If you need technical assistance at any time during the course or to report a problem with Canvas, visit the Canvas Student Tutorial at https://community.canvaslms.com/community/answers/guides/video-guide
- Contact Rutgers IT Help Desk site (877-361-1134, accessible 24 hours a day, 7 days a week).
- For tech help with Canvas or Sakai, please visit *https://it.rutgers.edu/help-support*.
- School of Management & Labor Relations, Instructional Technology Specialist - marta.pulley@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. 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 dire 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 Rutgers Academic Integrity Policy. Academic integrity goes directly to the question of are you an individual of character and honesty? It also affects the reputation of Rutgers University. So, academic dishonesty will not be tolerated.
Principles of academic integrity require that every Rutgers University student:
- properly acknowledge and cite all use of the ideas, results, or words of others
- properly acknowledge all contributors to a given piece of work
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration

- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary in order to ensure that:
- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.
- Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld.

– The Rutgers University Academic Integrity Policy

Copyright Information Resources
- **Library of Congress Copyright Office**
- **Creative Commons License**
- **Code of Best Practices in Fair Use of Open Courseware**

Rutgers Student Support Services

Academic Support Services

Rutgers has a variety of resources for academic support. For more information, see the University Academic page.

Rutgers Learning Centers:

General academic support services are offered to all Rutgers students. allThese services are free-of-charge to Rutgers students and include:

Academic Support
- Peer Tutoring is available in two forms. Walk-in group tutoring is available on all campuses, and one-on-one tutoring is available through our partnership with the SAS Honors Program.
- Academic Coaching is a comprehensive service for students who want to improve their academic and self-management skills, such as time management, critical thinking, and study skills.

- [Writing Coaching](#) supports writers in a variety of disciplines and a range of courses. Our coaches meet individually with students about brainstorming topics, organizing ideas, formulating a thesis, structuring paragraphs, and developing an argument.
- [Study Groups](#) leaders review course material with students and integrate study strategies—note taking, problem-solving, and test preparation—that link course content with cognitive skill development.
- Reserved Course Materials such as equipment, demonstrations, and videos are available at the [MSLC](#).

Writing Centers:

Rutgers also has a [Writing Center](#) on each campus where any student can obtain tutoring and writing assistance. Visit their website to make an appointment or find the Writing Center location on your campus.

Library:

SMLR Librarian - Julie Peters, jpeters@smlr.rutgers.edu

Rutgers University Library offers many resources to assist you. Through their website, you can search the library holdings and access a variety of research and reference tools.

For example, you can:
- Find articles in a large collection of indexes and databases and books or media
- View a wide variety of general and subject-specific library guides.
- Get help from a librarian via email, phone, or live chat.

Access: Rutgers Libraries Indexes and Databases are subscription resources available to Rutgers students, faculty, and staff only. Please note that if you need to access these resources from off-campus, you must log in using your Rutgers NetID and password.

Disability Services

Rutgers University welcomes students with disabilities into all the University's educational programs, and the Rutgers Office of Disability Services offers a wide array of services.

In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a registration form, participate in an intake interview with an ODS-assigned coordinator, and provide documentation.

If the documentation supports your request for accommodations, your campus' 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 ensure that your needs can be met in a timely manner.

Office of Disability Services contact and address
Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu

- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/

Campus Specific Offices:
The Rutgers-New Brunswick office can be contacted at:

Office of Disability Services-New Brunswick
Lucy Stone Hall, Suite A145
Livingston Campus
54 Joyce Kilmer Avenue
Piscataway, NJ 08854-8045
Phone: 848.445.6800
Fax: 732.445.3388
E-mail: dsoffice@echo.rutgers.edu

Technology
Help and Resources:
The Canvas guide includes information about accessing Canvas, setting email addresses and notifications, accessing grades, and how to use the different tools available in Canvas.

 For tech help with Canvas or Sakai, please visit https://it.rutgers.edu/help-support.

Canvas Technical Requirements. This page contains system, browser, and feature requirements. Please be sure your computer and browser can support Canvas.

Privacy: The privacy policies for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:
- Instructure/Canvas Product Privacy Policy
- Blue Button/Blindside Networks Privacy Policy
- Adobe Privacy Policy
- Youtube Privacy Policy
- Google Docs Privacy Policy
- VoiceThread Privacy Policy
- Kaltura Privacy Policy
- Proctortack Privacy Policy
- TurnItIn Privacy Policy