

Rutgers University – Livingston Campus
Online Developing Talent
SPRING 2026
Course(s): 37:533:312:90
Logistics: Online/Asynchronous

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 Tuesdays. Professor Sutton will email you back with a confirmation and a specific time. Meetings will be held over Zoom.

CANVAS

We will use [Canvas](#) for this course.

WEEKLY EMAILS

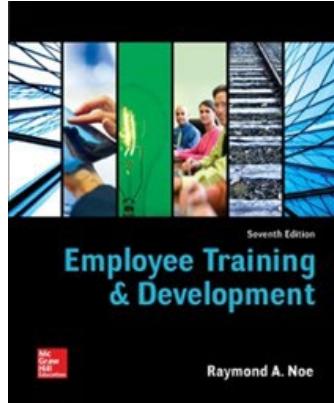
Each Monday, an email will be sent and a Canvas announcement posted to inform you of the course activities for that week.

Required Textbook

Employee Training & Development, 7th Edition, © 2017

Author: Raymond A Noe, Ph.D.

ISBN:0078112850 / 9780078112850



Additional Readings

For some assignments—particularly those focused on **Employee Development & Career Management**—additional readings will be provided. You are not required to purchase any additional textbooks; all readings will be posted on Canvas. Think of these readings as tools to support your growth, not just course requirements. They’re meant to spark reflection, offer practical insights, and help you feel more confident as you navigate your career journey and professional development. Approach these readings with curiosity and an open mind—they’re designed to support your career reflection and help you make intentional choices about your professional growth.

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, 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 themes:

- Week 1: Introduction to Training
- Week 2: Strategic Training
- Week 3: Needs Assessment
- Week 4: Program Design
- Week 5: Traditional Training Methods
- Week 6: Technology-Based Training Methods
- Week 7: Training Evaluation
- Week 8: Midterm Exam – Part 1 of 2
- Week 9: SPRING BREAK
- Week 10: Midterm Exam – Part 2 of 2
- Week 11: Employee Development & Career Management – Self-Reflection Part 1
- Week 12: Employee Development & Career Management – Self-Reflection Part 2
- Week 13: Employee Development & Career Management – Self-Reflection Part 3
- Week 14: Employee Development & Career Management – Self-Reflection Part 4
- Week 15: Course Wrap-Up

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, updates 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 lectures
- Complete assignments and adhere to all due dates
- 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.

Use of GEN AI Tools

- This course requires you to complete various assignments that assess your understanding and application of the course content.
- You are expected to do your own work and properly cite any sources you use.
- Unless a statement is included in the directions for an assignment or discussion post, you are NOT PERMITTED to use any artificial intelligence (AI) tools, such as chatbots, text generators, paraphrasers, summarizers, or solvers to complete any part of your assignments.
- Any attempt to use these tools will be considered academic misconduct.
- Students are expected to complete all work independently and without the assistance of AI-generated content.
- If you have any questions about what constitutes acceptable use of AI tools, please consult with the instructor before submitting your work.

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)
- [Basic Computer Specifications for Canvas](#)

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/>

Special Needs Accommodations – Extension on Assignments, up to 48 hours

Notably, extensions on assignments will NOT be permitted in our class. The weekly modules are open for an extended period, including 9 days. As a result, students, with and without accommodations, are required to submit the weekly tasks within the nine days that the module is open. The goal is to keep all students on track to ensure they complete the tasks and do not fall behind on assignments.

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

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.

These services are free-of-charge to Rutgers students and include:

- [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.
- 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.

Technology

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/Blindsight Networks [Privacy Policy](#)
- Adobe Privacy [Policy](#)
- Youtube Privacy [Policy](#)
- Google Docs Privacy [Policy](#)
- VoiceThread Privacy [Policy](#)
- Kaltura Privacy [Policy](#)
- Proctortrack Privacy [Policy](#)
- TurnItIn Privacy [Policy](#)

PERFORMANCE OPPORTUNITIES

Performance Opportunities	Max Points	Percentage (Approx.)
Assignments	420 pts	67%
Midterm (2 Parts)	150 pts	24%
Discussions	60 pts	9%
Total	630 pts	
<i>Extra Credit – Optional</i>		<i>[15 pts]</i>

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 420 points): Over the course of the semester, students are responsible for completing **EIGHT** graded assignments.

- Assignment Notes
 - The assignments are designed to help you **apply what you've learned** about each topic.
 - Detailed instructions for each assignment will be posted on **Canvas**.
 - Assignments must be completed **individually** — working with others is not permitted.
 - Due dates will be highlighted in **weekly reminder 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 a valid excuse (e.g., a doctor's note or notification from the Dean of Students).

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 late 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.

Midterm (up to 150 points)

The midterm exam is a key component of the course and is designed to assess your understanding of core training and development concepts. The format of the midterm is intentionally structured to support your learning and give you multiple ways to demonstrate what you've learned—not to trick you or add unnecessary pressure. The exam focuses on your ability to apply concepts from the textbook rather than simply memorizing information.

What's included on the Midterm?

Chapters 1, 2, 3, 5, 6, 7, and 8 from the Noe textbook

Two parts – Midterm: The midterm exam will be administered in two parts, with each part scheduled for a separate week to help you focus on one component at a time.

- Format – Part 1 of 2**

— Part 1 of the midterm is a timed exam given in Canvas and consists of True/False and Multiple Choice questions. This portion of the exam will be available during a 48-hour window, allowing flexibility while maintaining a structured testing experience. Additional instructions for this portion of the midterm will be provided in Canvas.

- Format – Part 2 of 2**

— Part 2 of the midterm consists of a short essay completed in Canvas related to one of the topics covered in the assigned chapters. This portion of the midterm will open during a separate week, and you will have eight days to complete the essay. The specific essay prompt and expectations will be provided in Canvas when this portion of the midterm opens.

- Chapter Study Guides**

— Students are required to complete a study guide for each chapter included on the midterm. These study guides are posted on Canvas and are designed to help you focus on the most important concepts from each chapter. While the study guides will not be submitted for grading, they are an essential tool to help you prepare, feel more confident, and succeed on the exam.

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.*