

Rutgers University – Livingston Campus

Summer 2026

Online Developing Talent

Course: 37:533:312:E1

Logistics: Online/Asynchronous

Professor. Dr. Kyra Leigh Sutton

Email. professorkyrasutton@gmail.com

Virtual Office Hours: Tuesdays – By Appointment.

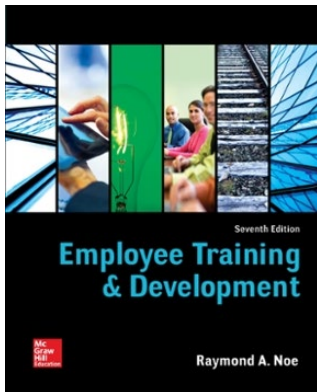
Course Dates. Tues, May 26, 2026 – Fri, July 3, 2026

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

Required Text. Employee Training & Development, 7th Edition, © 2017

Author. Raymond A Noe, Ph.D.

ISBN. 0078112850 / 9780078112850



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 that stimulate learning and, by extension, improve performance. This course will be taught in an applied manner, relying on the textbook and other resources (e.g., articles and videos) to provide a foundation for the material. You will complete assignments and discussion posts that apply course theories and concepts to real-world training and development practices.

Course Topics. The class will cover several topics: Introduction to Training, Strategic Training, Needs Assessment, Program Design, Traditional Training Methods, and Technology-based Training Methods.

SMLR Learning Objectives.

The **Online 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

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 take 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
- Assignments

Weekly Topics. The following topics will be included during the summer semester:

Week	Topic(s)	Opens – Canvas (at Midnight, ET)	Closes – Canvas (at 11:59 PM ET)
<i>One</i>	<ul style="list-style-type: none"> • Chapter 1 – Introduction to Training • Chapter 2 – Strategic Training 	5/26	6/2
<i>Two</i>	<ul style="list-style-type: none"> • Chapter 3 – Needs Assessment 	6/1	6/9
<i>Three</i>	<ul style="list-style-type: none"> • Chapter 5 – Program Design 	6/8	6/16
<i>Four</i>	<ul style="list-style-type: none"> • Chapter 7 – Traditional Training Methods 	6/15	6/23
<i>Five</i>	<ul style="list-style-type: none"> • Chapter 8 – Technology-based Training Methods 	6/22	6/30
<i>Six</i>	<p>Comprehensive Final Exam – Online Developing Talent The exam will open on Wednesday, July 1, 2026. The times for the final exam will be announced later in the semester.</p>		

PERFORMANCE OPPORTUNITIES

Canvas Tasks	Max Points	Percentage (Approx.)
Assignments	150 pts	47%
Final Exam	140 pts	44%
Discussions	30 pts	9%
Total	320 pts	

Final grades will be determined by the scales shown below:

Grade	Total Points	Range (%)
A	288 – 320	90-100
B+	272 – 287	85-89
B	256 – 271	80-84
C+	240 – 255	75-79
C	224 – 239	70-74
D	192 – 223	60-69
F	191 or below	59 and below

Description of Canvas Tasks

- **Readings (Not Graded).** Most readings are from the textbook Employee Training & Development, 7th Edition. Any supplemental readings will be provided on Canvas.
- **Multimedia – Recorded Lectures (Not Graded).** This course will include recorded lectures by the instructor that focus on the assigned textbook chapters. The lectures will be available on Zoom, along with videos from LinkedIn Learning. Instructions for accessing the videos are included in each module.
- **Discussions (Graded). Students can earn up to 30 points.** Three discussion posts will be completed this semester, each worth up to 10 points. Some of the discussions will require an information search. To earn full discussion points, you'll need to respond to at least one person in the class. **Additionally, GEN AI cannot be used to complete discussion posts. Discussion posts cannot be made up.**
- **Assignments (Graded).** Students can earn up to 150 points. There will be THREE assignments during this semester. 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. Additional details about each assignment will be provided on Canvas.
- **Late Assignments.**
 - You are expected to submit your assignments on the specified due dates. Refer to your Canvas classroom for the weekly assignment due dates.
 - Late assignments grading policy is as follows:
 - 1 day late – 15% will be deducted from your total grade
 - 2 days late – 25% will be deducted from your total grade
 - 3 days late – 35% will be deducted from your total grade

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

- **Final Exam (Graded).** Students will complete a final exam at the end of the semester. Each week, they will receive a list of concepts from each chapter that they need to know for the final exam. Students are encouraged to complete the weekly study guide after listening to the lecture and reading the textbook. The final exam will cover the following chapters from the Noe textbook:
 - ✓ Chapter 1: Introduction to Training
 - ✓ Chapter 2: Strategic Training
 - ✓ Chapter 3: Needs Assessment
 - ✓ Chapter 5: Program Design
 - ✓ Chapter 7: Traditional Training Methods
 - ✓ Chapter 8: Technology-based Training Methods

Questions & Contacting Your Instructor.

Contacting Professor Sutton

If you have questions or inquiries, including scheduling a one-on-one session, please contact Professor Sutton at ProfessorKyraSutton@gmail.com

Student Responsibilities

Online learning requires discipline, dedication, and time management skills. While it offers the flexibility and convenience of learning from anywhere and anytime, you are still expected to adhere to all due dates.

You are expected to:

- Read the weekly email – available on Mondays
- 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
- Complete assigned discussion posts
- Read the textbook and other assigned chapter(s)
- Watch the recorded lectures
- Complete assignments and adhere to all due dates
- 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 computer at your local library can be some alternatives. Additionally, be sure to backup 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.

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.mcginity@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/

Technology

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](#)

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.

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

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.

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](#)

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](#)