School of Management & Labor Relations

Developing Talent, 37:533:312:R1, Summer 2025, Online Asynchronous

Instructor Information

Instructor: Dr. Josh Gordesky
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Virtual Office Hours: Tuesdays and Thursdays: 5:30 pm-6pm ET or by Appointment (Zoom)

Welcome to Developing Talent!

In this class, you will learn how to develop human talent in an AI-driven workplace. In other words, you're answering the question: "How do I develop top performers for my company?"

Your answers to that question will be demonstrated in the multimedia portfolio that you will design and create as your course individual project. The key components of the portfolio will come from the two assignments in each of the five weekly modules. The module topics cover the foundation talent development concepts of: (1) Systems and Processes (2) Needs Assessments (3) Learning Culture (4) Plans & Evaluations and (5) AI & Tech Tools. In addition, you will apply the 21st century skills of curiosity, critical thinking, communication, collaboration, and resilience as your energy source to power through the learning experiences.

Also, whether you're new to working with AI and other tech tools, or you're using those platforms on a regular basis, the course is designed in a step-by-step manner to boost your confidence and engage you in meaningful, challenging problem-solving assignments that talent development professionals face on a regular basis.

Course Delivery Format

This course runs from July 7 through August 13.

- It is delivered *entirely* online (in asynchronous mode) through Canvas -- the learning management system. 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.

- There will be no face-to-face, in-person classroom sessions, except for an optional virtual "Meet Your Instructor and Peers" live Zoom session on Tuesday, July 8 from 7pm-8pm ET.

Note: Even though there are no class meetings, **you must submit all course work by the due dates.**

Virtual Office Hours

Virtual Office Hours will be on Tuesdays and Thursdays from 5:30pm - 6pm ET via Zoom. You can also schedule an appointment at your convenience.

Course Description

This five-week asynchronous (ie fully online) course shows you how to recognize critical talent development challenges and to create meaningful and relevant solutions. The course is divided into five modules, each with a unique theme:

- Module 1: Talent Development Systems & Processes
- Module 2: Training Needs Assessments
- Module 3: Creating a Culture of Learning to Develop Talent
- Module 4: Talent Development Plans & Evaluations
- Module 5: Impact of AI & Tech Tools on Talent Development

You will keep your work in an ePortfolio that you can present in a job or internship interview. Each assignment serves a purpose and is connected to the individual project. The group project will be based on a case study that unfolds during each week of the course. You will be assigned to your group in Module 1. The finished product will be a team presentation in the form of a 10-min recorded video.

All of the work is designed as a guided learning journey with explanations and resources along the way. Throughout the course, you will see real world examples of the concepts. The assignments are designed to show how theory becomes practical. This means that you will gain experience in applying principles to different scenarios, engaging with other students to understand and appreciate their perspectives, and discussing feedback with the instructor. Overall, you will feel like you're part of a community of learners who share the same goal.

Let's get started!

Read each section of the syllabus below carefully. **Note:** if you are new to Canvas, complete the Canvas tutorials under Course Tools Tutorials.

Communication

The best way to reach me is through the Canvas Inbox feature (left navigation menu bar in the red section). I will reply to your emails within 24 hours. If there's an emergency, you can call or text me at 212.557.2700. I encourage you to connect with me early and often throughout the course.

Weekly Announcements

You will see weekly announcements with an overview of what you should expect in each module, along with any changes, updates, or current events that relate to the topics.

Course Goals

This course provides you the opportunity to develop five essential 21st century skills through thematic weekly modules. You can think of these skills as energy source to power through the learning experiences and get the most value from them. The reason for emphasizing these skills and this setup is that you will also use them on the job and throughout your career to lead projects, departments, and companies!

By the end of this course, you will be able to:

1. Cultivate curiosity by exploring systems and processes that influence talent development
2. Apply critical thinking to conduct and interpret needs assessments
3. Engage in collaboration to promote a learning culture
4. Communicate effectively through the design and evaluation of training plans
5. Demonstrate resilience by integrating AI and emerging tools in talent development

Course Objectives

By the end of this course, you should be able to:

1. **Describe** key systems and processes in talent development
2. **Analyze** training needs using appropriate models and methods
3. **Apply** learning theories to build collaborative learning environments
4. **Evaluate** training and development plans
5. **Integrate** AI and emerging technologies into talent development strategies

Course Learning Materials

Textbook

- ***Employee Training & Development***. Noe, Hollenbeck, Gerhart, and Wright – **9th edition**. ISBN10: 1264080921. ISBN13: 9781264080922.

Other

- Lecture videos, multimedia, and any supplemental materials are provided in the Modules section under the respective weeks.

Technology Tools

There will be plenty of supports and resources to provide step-by-step guidance for using the following tools in class:

- Canvas: Audio recording, video recording, ePortfolio
- Google: Gemini and Gemini Gems (through Rutgers email account)
- Hypothes.is: Social annotation platform
- McGraw Hill Textbook
- PlayPosit: Interactive video platform

Use of Generative Artificial Intelligence (gen AI)

- The responsible, ethical use of generative AI as a thought partner is encouraged
- Generative AI should not be used to submit work in a copy/paste manner
- Guidelines for ethical and safe use of gen AI tools are listed in another section

Course Structure & Schedules

This course is structured in a weekly module format. Each week starts on a Monday and ends on a Sunday. Below is a list of course topics:

- **Week 1 (July 7- 13): Onboarding, Systems, and Processes**
  - Participation
    - Pre-Test / Post Test
    - Discussion Board
    - Spotlight
      - Marketing Training and Creating a Brand
    - AI Literacy
      - Define AI and Generative AI
  - Projects
    - Individual:
      - Overview
        - Assignment 1: Instructional Design Model
        - Assignment 2: The Strategic Training and Development Process
    - Group:
      - Overview
      - Case Study Intro (TBD) – produce 10 min team video presentation
- **Week 2 (July 14 - 20): Training Needs Assessments & Competency Models**
  - Participation
    - Pre-Test / Post Test
    - Learning Journal

- Spotlight
  - Competency Models
- AI Literacy
  - Prompt Strategies
    - Projects
    - Individual:
      - Rough Draft & Review with Google Gemini
        - Assignment 1: Training Needs Assessment
        - Assignment 2: Methods Used in Needs Assessments
    - Group:
      - Meet as a Group Using Zoom
      - Case Study Outline

- **Week 3 (July 21 - 27): Learning Culture – EXAM 1**
  - Participation
    - Pre-Test / Post Test
    - Discussion Board
    - Spotlight:
      - The Learning Process
    - AI Literacy
      - Create a Google Gemini Gem (form of expert agent)
  - Projects
    - Individual
      - Role Play with Google Gemini Gem
        - Assignment 1: Learning Theories
        - Assignment 2: Transfer of Training
    - Group
      - Case Study Rough Draft

- **Week 4 (July 28 - August 3): Plans & Evaluations**
  - Participation
    - Pre-Test / Post Test
    - Discussion Board
    - Spotlight
      - Outcomes Used in the Evaluation of Training
    - AI Literacy
      - AI Privacy & Ethics
  - Projects
    - Individual
      - Submit Final Project
        - Assignment 1: Curriculum, Course, and Lesson Design
        - Assignment 2: Program Design Implications of Training
    - Group
      - Practice the Presentation
- **Week 5 (August 5 - 11): AI & Tech Tools -- EXAM 2**
  - Participation
    - Pre-Test / Post Test

- Learning Journal
- Assignments
  - Assignment 1: New Tech for Training Delivery and Instruction
  - Assignment 2: Closing the Skills Gap
- Spotlight
  - Greater Need for Digital Literacy
- AI Literacy
  - Using AI to Scale Training
  - Project
    - Group
      - Submit Final Project – 10 min recorded team video presentation

Assessments

Multimedia Projects: There are projects that will be completed using the Canvas ePortfolio:

- **Individual Project:** Due Week 4
- **Group Project:** Due Week 5

Exam 1: The first exam will open in Module 3. The topics will come from Modules 1-3. There will be 20 questions, which are multiple choice and true/false with one short answer question. You will have 90 minutes to complete the exam, which is open notes.

Exam 2: (non-cumulative): The second exam will open in Module 5. The topics will come from Weeks 4-5. There will be 20 questions, which are multiple choice and true/false with one short answer question. You will have 90 minutes to complete the exam, which is open notes.

*Please contact the instructor prior to Module 3 or 5 if you know that you will be unable to complete the exams during those weeks.

Course Schedule

Below is the course schedule:

- **Week 1 (July 7- 13): Onboarding, Systems, and Processes**
- **Week 2 (July 14 - 20): Training Needs Assessments & Competency Models**
- **Week 3 (July 21 - 27): Learning Culture**
- **Week 4 (July 28 - August 3): Plans & Evaluations**
- **Week 5 (August 5 - 11): AI & Tech Tools**

Grading Structure

Grading Components	% of Final Course Grade
Participation • Pre-tests / post tests • Discussion Boards • Learning Journals • Spotlight • AI Literacy	15%
Individual Project • Weekly Assignment 1 • Weekly Assignment 2 • Digital Storytelling Skills	25%
Group Project	20%
Exam 1	20%
Exam 2	20%
Total	**100%**

Grading Scale

Percentage (%)	Points Range	Grade
90-100	900-1000	A
87-89.9	870-899	B+
80-86.9	800-869	B
77-79.9	770-799	C+
70-76.9	700-769	C
60-69.9	600-699	D
59.9 and below	599 and below	F

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

Rutgers Support Resources for Your Well-Being

Rutgers Student Health Services:

- Rutgers Student Affairs is dedicated to health for the whole student body, mind and spirit. It accomplishes this through a staff of qualified clinicians and support staff. Health, Counseling, and Wellness servicesLinks to an external site. are available at several locations throughout Rutgers University.

Crisis Intervention - Student Health

- **Crisis Situations**Links to an external site.
- **In the Wake of Trauma**Links to an external site.Open this document with ReadSpeaker docReader

Academic Services:

- For academic support including tutoring, visit the Rutgers - New Brunswick Learning CentersLinks to an external site..
- For coaching help with writing skills and assignments visit the Rutgers - New Brunswick Writing Tutors in the Learning CenterLinks to an external site..
- Many library resources are available online. Assistance is available through phone, email, and chat. For information, check the Rutgers Libraries websiteLinks to an external site..

Veteran Services:

- Rutgers is proud to support veterans. If you are a veteran of the armed forces, please visit the [Office of Veteran and Military Programs and Services websiteLinks to an external site.](#) for more information.

Late Policy on Course Work

For any course project (peer review or final) that is submitted after the due date, you will have three days to complete it for 30% deducted from the grade. Any work submitted after the three-day period will not be accepted.

For any participation assignments (pre/post tests, mind maps, podcasts, learning journals) that are not submitted by three days after the due date will not be accepted.

Exam Make Up Policy

The two exam dates are listed on this syllabus and in the course module section. Please let me know in advance if you will not have internet access on the scheduled exam dates. Otherwise, if you do not complete the exams within the specified dates, you will unfortunately receive a 0 for any missed exam. However, if you contact me in advance for an exam date in which you will not have internet access, you can take the exam on the date we agree on and you will receive full credit.

Academic Integrity

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Be sure to review and abide by the [Rutgers Academic Integrity](#). **Note:** In week 1 of the semester, you will submit an [Academic Integrity contract](#) via a Canvas assignment submission portal.

Use of Generative AI

You may use generative AI tools such as ChatGPT, Google Gemini, etc in this course. To align with academic integrity standards, you must cite any AI-generated content in your work. You should follow these [APA Style Guidelines for using generative AI](#).

In addition, you will need to briefly describe how the AI tool was used in the research and content creation process. The primary goal of using AI in this course is to explore responsible workflows and techniques for creating and editing your own content in a responsible way. For example, you cannot enter a prompt, copy/paste the reply, and then submit it as your work. Instead, you are expected to go back and forth with your prompts and replies. Then you would enter your content without copying and pasting so that you remain in control of your content. That's an important part of the learning journey and experience in collaborating with generative AI and related platforms.

Further guidance will be provided in the course for use of AI by students and the instructor.

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. 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.

Staying on Track

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 the all due dates**.

To help you stay on track:

- 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
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- 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). Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.

Where to Next?

After reviewing the content of this Course Syllabus, proceed to Modules, and review the Learning Support Resources section. Then continue on to Week 1: To Do.

Any Broken Links/URLs

At SMLR, we strive to continuously improve our course design. If you come across any broken links/URLs, or pages that don't exist, please email SMLR Instructional Technology Specialist, Marta Pulley, marta.pulley@rutgers.edu. Any suggestions you have for improving the course design is greatly appreciated.

Computer and other Technology Requirements

- Access to the internet
- Reliable computer

- Headphones/Headsets - recommended
- Webcam - optional
- Microsoft Word
- [Basic Computer Specifications for Canvas (Links to an external site.)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android (Links to an external site.)](#)
- [Canvas Student App for iOS](#)

Canvas Tutorials & Technical Support

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

- [Getting Started In Canvas for Students](#)
- [Canvas (Links to an external site.)](#)Canvas is Web Accessibility Guidelines compliant. More on [Canvas accessibility StandardsLinks to an external site.](#)

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Contact [Rutgers IT Help Desk (Links to an external site.)](#). 833-648-4357, email [help@oit.rutgers.edu,](#) accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student TutorialLinks to an external site.](#)
- Canvas [Student Guide PDF VersionLinks to an external site.Open this document with ReadSpeaker docReader](#)
- Access Rutgers Canvas via the [MyRutgers PortalLinks to an external site.](#), [rutgers.instructure.com](#), mobile app and [https://canvas.rutgers.eduLinks to an external site.](#)
- For Canvas assistance, Passwords, or any other computer-related technical support contact the [Rutgers Canvas Help DeskLinks to an external site.](#).

    - [help@canvas.rutgers.edu](#)

How to Access Zoom

Virtual office hours are conducted through scheduled ZOOM meeting. If you have not activated your Rutgers ZOOM account, you will need to do so prior to class starts. Follow the steps below:

1. Follow instructions on [Creating Rutgers ZOOM Account (Links to an external site.)Links to an external site.](#). Note: be sure to read what to do if you have an existing personal ZOOM account that uses your Rutgers email.
2. Once you have activated your Rutgers ZOOM account you will then need to make sure your Canvas default email is in the format**netid@rutgers.edu**. Follow instructions on[How to check and set your Canvas Default Email](#)if needed. Then you can access the scheduled ZOOM class sessions.

3. To access and join the scheduled class sessions, select the ZOOM tab from the left navigation menu, then select Join to join the scheduled session. If you are new to ZOOM, review the tutorials under Course Tools Tutorials or at Rutgers ZOOM HomepageLinks to an external site.

ZOOM etiquettes:

- For audio clarity, mute your microphone when not speaking, unmute only when you are speaking.
- Allow for the brief delay that happens when a conversation from one speaker transitions to another. Be patient and allow the person to speak.
- You have the option to turn on/off your webcam.
- You can use the Chat box to ask questions, share your thoughts.

Accommodations

Everyone will need some type of accommodation at some point throughout the semester. My goal is to normalize the need for accommodation requests to the extent the university policy allows me to. There are various types of accommodation requests. I can help with some accommodation requests, but there are also accommodation requests that you will need to go through the university's ODS. I can help with the following (**without you going to the ODS**):

- Extended time for exam and/or assignment submissions (already built in for all but let me know if you require something different).
- Make up exams, assignments, due to work travel, illness, family responsibilities. No need to ask, just tell me. I just need a heads up so I know you're ok and that you don't fall behind on your course work.

Rutgers' Official Accommodation Statement

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 (See Documentation Guidelines). If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you and your instructor with a Letter of Accommodations. Please discuss the accommodations with your instructors as early in your courses as possible. To begin this process, please complete the registration form. I am happy to facilitate the process if you need me to. Just let me know.

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/

Rutgers Diversity Statement

The Division of Student Affairs works to create an environment of **inclusion** which respects and affirms the inherent dignity, value, and uniqueness of all individuals, communities and perspectives. Our practices reflect awareness and understanding of the complexity of identity and the increasing interconnectedness of our world. It is our **responsibility** to promote and maintain a community of compassion, embracing the rich dimensions of **diversity**, and facilitating opportunities for understanding and the expression of both individual and shared truths.