

# Developing Human Capital

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## Course Delivery Format

**This course runs from September 1 through December 20, 2026.** It is delivered **entirely** online through this Learning Management System, Canvas. There will be no Face-to-Face, in-person 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 be times, if you're working in groups on an assignment, you would need to set up a live session via the **Canvas Conferences, WebEx, or ZOOM.**

**Note:** Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates.**

## Virtual Office Hour

- The Virtual Office Hour will be conducted through BigBlueButton (left navigation bar menu). Click on BigBlueButton to join the session.

## Instructor Information

**Instructor: Dave Ferio**

Rutgers School of Management and Labor Relations

**Developing Human Capital, Fall 2026**

Virtual Office Hour: **Wednesdays, 12 PM - 12:30 PM (EST) through Canvas**

**BigBlueButton**

Class Mode: **Fully Online, Asynchronous**

Tel: 848-445-0862

E-mail: [ferio@smlr.rutgers.edu](mailto:ferio@smlr.rutgers.edu)

## Introduction to the Course

## Course Description

This interactive, theoretically anchored, and applied course is aimed at understanding the process and practice of developing human capital. It focuses on the strategic development of talent framed within the context of talent leadership. It is anchored in

business strategy and views the arena of talent management as a critical means to achieve competitive advantage.

As human resource competencies have become a significant competitive advantage both in North America and globally, the pace and intensity of organizational training has increased dramatically. Organization Development/Effectiveness groups must demonstrate not only that their programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization. Some organizations now include continuous learning, often called the “learning organization”, as part of their strategy. As a company’s strategies change, and the types of management competencies and profiles need to change as well, Human Resource Development is responsible for this alignment. We will address these and related issues based on the belief that effective development practices are determined by the organizational context in which they occur.

The first half of the course will focus on development and learning. The second half will focus on performance appraisal. However, both areas will be integrated to reinforce a complete human capital development framework. Lectures, a team project and learning principles will propel course learning as we explore global best practice models of development and appraisal.

The course officially starts on **Tuesday, January 20, 2026** but you will have access to the course site prior to that date. During that time, please go through the Learning Support Resources module, and review the resources, and complete the course tools tutorials.

## Special Needs Accommodations

Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the [Office of Disability Services \(Links to an external site.\)](#), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. Below is the full contact information for the Office of Disability Services:

### 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](mailto:dsoffice@rci.rutgers.edu)
- Phone: (848) 445-6800 • Fax: (732) 445-3388

- [Office of Disability Service](#)

## Canvas Tutorials & Technical Support

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

- [Getting Started In Canvas for Students](#)

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, [help@oit.rutgers.edu](mailto:help@oit.rutgers.edu).
- Refer to the [Canvas Student Tutorial](#)[Links to an external site.](#)
- View tutorials at [Course Tools Tutorials](#) (in the Modules section)

## Course Objectives

### **Theoretical Perspectives:**

- Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation
- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

### **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 (HRM) functional capabilities used to select, motivate, and develop workers
- Understand the internal and external alignment and measurement of human resource practices (HRM)

### **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
- Understand cultural differences and how to work in a multicultural environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal & professional development skills

## Course Materials

- **Textbooks:**
  - *Employee Training and Development*. Raymond Noe. **3rd Edition. ISBN 0-07-287550-X.**
- Lecture videos, multimedia, and any supplemental materials to enhance textbook readings are provided in the Readings, Multimedia, and Lecture sections of each Module.

**Note:** the 3rd Edition of the textbook is sufficient. You **do not** need to purchase the latest edition.

## Computer and Other Technology Requirements

- Access to the internet
- Reliable computer
- Headphones/Headsets - highly 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](#)

## Rutgers Support Resources for You

### Rutgers Student Health Services:

- [Health, Counseling, and Wellness servicesLinks to an external site.](#)

### Academic Services:

- [Rutgers - New Brunswick Learning CentersLinks to an external site.](#)

- [Rutgers - New Brunswick Writing Tutors in the Learning Center](#)Links to an external site.
- [Rutgers Libraries website](#)Links to an external site.
- [University Academic Support](#)Links to an external site.

### Veteran Services:

- [Office of Veteran and Military Programs and Services](#)Links to an external site.

### Virtual Office Hour & Contacting Your Instructor

If you have questions related to the course content (assignments, projects, discussions), post your questions to [FAQ Forum](#). *The instructor will respond within 24 hours.* However, your classmates may also be able to answer your question sooner than the instructor could.

If your inquiry is of a personal/private nature, including scheduling a one-on-one session with the instructor, contact your instructor through email from your ***rutgers.edu email account***. Messages sent from your personal (non-Rutgers email account) may end up in a Spam folder, or get hacked in cyberspace, consequently delaying response to your inquiry. You may also contact your instructor via the Canvas Inbox feature (left side navigation bar, red area).

### Virtual Office Hour

Virtual office hours (synchronous live chat): **Wednesdays 12 PM – 12:30 PM Eastern Standard Time**. To join the VOH, select the BigBlueButton tab (left), then Join.

The virtual office hour is open to all. Bring your questions, concerns. If you cannot attend at this time, please email me (through Canvas) to schedule a more convenient time. Email: [ferio@smlr.rutgers.edu](mailto:ferio@smlr.rutgers.edu). Please review the tutorials on how to use BigBlueButton option at the [Course Tools Tutorials](#) section of the Modules.

### Course Structure

This course is structured in a weekly module format. A Module is a chunk of the course content broken out by usually topic. Each Module equates to a Week. Each week starts on a Monday and ends on a Sunday. Exceptions are the 1st the last week of the semester.

The weekly/module activities are noted in the Modules section under the corresponding **Week # Objectives & Activities** pages. Each Objectives & Activities page includes:

- Topic introduction of the week

- Learning Materials
  - Readings
  - Multimedia (Audio, and/or Videos, Lecture recordings)
- Learning Activities - what activities you will be doing to help you learn
  - Discussion
  - Project work
  - Assignments
- Assessment - the activities that will be assessed (graded)

The course is divided into 15 Weeks as follows (link to the weekly modules):

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| <ul style="list-style-type: none"> <li>• <a href="#"><u>Week 1 (September 1 - 6): Training for Competitive Advantage</u></a></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• <a href="#"><u>Week 2 (September 7 - 13): Business and Training Strategy</u></a></li> <li>• <a href="#"><u>Week 3 (September 14 - 20): Needs Assessment</u></a></li> <li>• <a href="#"><u>Week 4 (September 21 - 27): Learning: Theories and Program Design</u></a></li> <li>• <a href="#"><u>Week 5 (September 28 - October 4): Transfer of Training</u></a></li> <li>• <a href="#"><u>Week 6 (October 5 - 11): Training Evaluation</u></a></li> <li>• <a href="#"><u>Week 7 (October 12 - 18): Midterm Review and Exam</u></a></li> <li>• <a href="#"><u>Week 8 (October 19 - 25): Traditional Training Methods</u></a></li> <li>• <a href="#"><u>Week 9 (October 26 - November 1): eLearning and Use of Technology</u></a></li> <li>• <a href="#"><u>Week 10 (November 2 - 8): Employee Development</u></a></li> <li>• <a href="#"><u>Week 11 (November 9 - 15): Appraisal &amp; Performance Management</u></a></li> <li>• <a href="#"><u>Week 12 (November 16 - 22): Careers and Career Management</u></a></li> <li>• <a href="#"><u>November 23 - 29: Thanksgiving Break. Nothing Due.</u></a></li> <li>• <a href="#"><u>Week 13 (November 30 - December 6): The Future of Training and Development</u></a></li> <li>• <a href="#"><u>Week 14 (December 7 - 13): Final Review and Exam</u></a></li> <li>• <a href="#"><u>Week 15 (December 14 - 20): Course Wrap-Up, Critique</u></a></li> </ul> |