

SUMMER 2020 DEVELOPING HUMAN CAPITAL

ONLINE COURSE

RUTGERS UNIVERSITY

School of Management and Labor Relations

Professor David Ferio ~ ferio@smlr.rutgers.edu, 848-445-0862

Course Overview

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 **May, 26, 2020**, but you will have access to the course site starting on **Sunday May 24, 2020**. During this time, please go through the [First things first](#) module, and review the resources, and complete the course tools tutorials.