Course(s): 37:533:312:91
Logistics: Online/Asynchronous

Professor: Dr. Kyra Leigh Sutton
Email: kyra.sutton@rutgers.edu
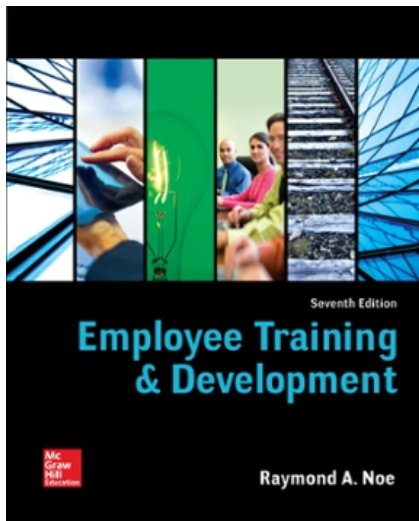***Preferred Email:** professorkyrasutton@gmail.com
Virtual Office Hours: Tuesdays at 530PM (EST). In addition, you can meet with my Teaching Assistant.

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 both 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, videos) to provide a foundation of the material. You will complete a class project and participate in class exercises/discussions in order to apply the theories to "real-world" training and development.

Topics covered include Strategic Training, Employee Development, Performance Management, Needs Assessment, Program Design, Traditional Training Methods 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
   - 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

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)

Description of Weekly Modules
The course is divided into **15 weeks** and includes:

Readings. Most of the readings are from Employee Training & Development, 7th Edition, textbook. The reading for Performance Management is outside of the textbook and a PDF file is provided.

Multimedia. This course will use several videos from LinkedIn Learning (formerly Lynda.com). Instructions for accessing the videos are included in each module.

Discussions. Discussions will be completed on a biweekly basis. Some of the discussions will require an information search. Students are encouraged to read and respond to comments posted by others in the class.

Assignments. There will be **14 assignments** completed this semester. 13 of the 14 assignments will be graded. The ungraded assignment occurs in Week 14. More details about the assignments are included on Canvas.

Quizzes. There will be a total of **eight** quizzes completed during this semester. The quizzes will help you prepare for the final exam. Each quiz includes ten questions and they are a combination of multiple-choice and true/false. **IMPORTANT: The quizzes will be timed and you will have 30 mins. to complete it. Quizzes will open on Sunday (12:01AM, ET) of each week and close on Sunday (11:59PM, ET).**

The quizzes will be on the following topics:
- Week 2 – Introduction to Training
- Week 3 – Performance Management
- Week 4 – Strategic Training
- Week 5 – Needs Assessment
- Week 7 – Program Design
- Week 10 – Traditional Training Methods
- Week 12 – Training Evaluations
- Week 13 – Employee Development

Assignments. 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.

Final Exam. Students will complete a comprehensive final exam. Additional details about the exam will be posted on Canvas.

Below, a high-level overview of each assignment is provided. Of note, assignments are subject to change.

Assignment Descriptions
Week 1 (Opens: Sept 1, 2021)
- **Infographics** – An infographic is a collection of imagery, charts, and minimal text that gives an easy-to-understand overview of a topic. Infographics use striking, engaging visuals to communicate information quickly and clearly. Each student will create an infographic that reflects 3-5 facts they believe all RU freshman should know about the university.

Week 2 (Opens: Sept 5, 2021)
- **Top 125 Training Companies** – Each year T&D magazine recognizes 125 organizations that excelled at employee training and development in the last year. Each student is responsible for researching **one** of the companies included on the list. Students will look for specific examples that further describe the company's training & development initiates. The research about the company's training and development initiatives will be summarized and discussed in a two-paragraph report.

Week 3 (Opens: Sept 12, 2021)
- **Adobe Systems Case Study** – You are responsible for reading the Adobe case study and answering the questions.

Week 4 (Opens: Sept 19, 2021)
- **Dow Chemical Case Study** – You are responsible for reading the Dow Chemical case study and answering the questions.

Week 5 (Opens: Sept 26, 2021)
- **Bloomingdale's Case Study** – You are responsible for reading the Bloomingdale's case study and answering the questions

Week 6 (Opens: Oct 3, 2021)
- **Summit Credit Union –** You are responsible for reading the Summit Credit Union case study and answering the questions.

Week 7 (Opens: Oct 10, 2021)
- **A Tale of Two Rooms** – You are responsible for describing two rooms in which you've completed a training session and/or class. The purpose of this assignment is to describe one room that supported learning and the other that made it tough to learn. You are encouraged to take pictures of the rooms.

Week 8 (Opens: Oct 17, 2021)
- **Noe Suites Case Study** – You are responsible for reading the Noe Suites' case study and answering the questions.

Week 9 (Opens: Oct 24, 2021)
- **TED Presentation Techniques** – You are responsible for identifying presentation techniques that can be used during a live facilitated training session. You will find a TED talk of your choice and describe the presentation techniques that made the talk engaging and enjoyable.

Week 10 (Opens: Oct 31, 2021)
- **Teaching Interpersonal Skills** – You are responsible for finding a clip from a movie or TV show that can be used to teach interpersonal skills during a live, facilitated training session. You will describe the clip and explain how you would use it during a training session about interpersonal-skills.

Week 11 (Opens: Nov 7, 2021)
- **Life After College Training** – You are responsible for developing a training session that is focused on helping employees transition from college to the workplace.

Week 12 (Opens: Nov 14, 2021)
- **Career Mind Map**– You are responsible for creating a career map that illustrates your short-term career goals

Week 14 (Opens: Nov 28, 2021)
- **Skills Exploration** – You are responsible for watching the video, Find Career Success, and Perform at Your Best. During the video, you will complete 4 worksheets that will help you identify your career-related gifts, loves, skills, and strengths. Notably, you will need another person that has known you for at least 5+ years. You will ask them to provide feedback on your career-related gifts, loves, skills, and strengths. Although the worksheets will not be graded, they have to be completed prior to completing the assignment in Week 15.
- **IMPORTANT NOTE**: **The 4 worksheets will NOT be submitted or graded. However, they have to be completed prior to completing the assignment in Week 14.**

Week 15 (Opens: Dec 5, 2021)
- **Skills Assessment Summary** – You are responsible for writing a 500 word-paper that summarizes what you've learned about your career-related gifts, loves, skills, and strengths.

Course Wrap Up and Final Exam (Opens: Dec 16, 2021)
- **Final Exam –** You are responsible for taking a comprehensive final exam that will include questions from the following readings:
- Performance Management Reading
- Chapter One – Introduction to Employee Training & Development
- Chapter Two – Strategic Training
- Chapter Three – Needs Assessment
- Chapter Five – Program Design
- Chapter Six – Training Evaluation
- Chapter Seven – Traditional Training Methods
- Chapter Nine – Employee Development and Career Management

Course Topics. The course includes the following topics:
- Week 1: Training Trends
- Week 2: Chapter One - Introduction to Training
- Week 3: Performance Management
- Week 4: Chapter Two - Strategic Training
- Week 5: Chapter Three - Needs Assessment - Part One
- Week 6: Chapter Three - Needs Assessment - Part Two
- Week 7: Chapter Five - Program Design - Part One
- Week 8: Chapter Five - Program Design - Part Two
- Week 10: Chapter Seven - Traditional Training Methods
- Week 11: Chapter Six - Training Evaluation
- Week 12: Chapter Nine - Employee Development Part One

- Week 14: Chapter Nine - Employee Development Part Two
- Week 14: Skills Assessment – Part One
- Week 15: Skills Assessment – Part Two (i.e., Skills Assessment Summary Paper)
- Final Exams Week: Course Wrap Up and Final Exam

Special Needs Accommodations. If you have a disability and require special accommodations for your learning activities please contact the Office of Disability Services. Should you require my assistance in facilitating the process, I will be happy to do so. Just let me know.

Below is the full contact information for the office of disability services:
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/

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, update 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 videos
- Complete weekly assignments and adhere to all due dates
- Complete quizzes and the final exam
- 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 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.

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)
- Reliable computer
- Basic Computer Specifications for Canvas

Performance Opportunities	Max Points	Percentage (Approx.)
Weekly Assignments *Note: There are 13 graded assignments*	375 pts	60%
Final Exam *Note: The final exam is comprehensive*	100 pts	16%
Quizzes *Note: There are 8 quizzes*	80 pts	12%
Discussions *Note: There are 8 discussion posts*	75 pts	12%
Total	**630 pts**	

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

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

If you know you will be late with your assignments ahead of time, please contact me to discuss alternative dates.

Questions & Contacting Your Instructor.

Questions
If you have questions related to the course content (assignments, projects, discussions), post your questions to the discussion forum with a Subject Line related to your question. The TA will respond within 24 hours. However, your classmates may also be able to answer your question sooner than the instructor could. Alternatively, please contact the TAs via the Canvas Inbox feature (left side navigation bar, red area).

Contacting Professor Sutton
If your inquiry is of a personal/private nature, including scheduling a one-on-one session, please contact Professor Sutton at ProfessorKyraSutton@gmail.com

Virtual office hours (synchronous live chat): Tuesdays 5:30 PM – 6:30 PM Eastern Standard Time.

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/

Student Affairs. The Office of the Dean of Students provides support to students who may be 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 (Links to an external site.)Links to an external site.**
- **Creative Commons License (Links to an external site.)Links to an external site.**
- **Code of Best Practices in Fair Use of OpenCourseware (Links to an external site.)**

Rutgers Student Support Services

Academic 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 through the Rutgers Learning CentersLinks to an external site.. These services are free-of-charge to Rutgers students and include:

Academic Support

- 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.

Access: 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 will need to log-in using your Rutgers NetID and password.

Disability Services

Rutgers University welcomes students with disabilities into all the University's educational programs, and the Rutgers Office of Disability Services offers a wide array of services.

In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a registration form, participate in an intake interview with an ODS-assigned coordinator, and provide documentation.

If the documentation supports your request for accommodations, your campus' 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, to ensure that your needs can be met in a timely manner.

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/

Student Affairs

The Office of the Dean of Students provides support to students who may be 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.

Campus Specific Offices:

The Rutgers-New Brunswick office can be contacted at:

Office of Disability Services-New Brunswick
Lucy Stone Hall, Suite A145
Livingston Campus
54 Joyce Kilmer Avenue
Piscataway, NJ 08854-8045
Phone: 848.445.6800
Fax: 732.445.3388
E-mail: dsoffice@echo.rutgers.edu

The Rutgers-Camden office can be contacted at:
Tim Pure
Coordinator of Disability Services, Rutgers-Camden
Rutgers-Camden Learning Center
Armitage Hall, Room 240
311 North Fifth Street
Camden, NJ 08102-1405
Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu

The Rutgers-Newark office can be contacted at:
Kate Torres
Coordinator of ADA Services and Academic Support
Robeson Campus Center, Suite 352
350 Martin Luther King Jr. Boulevard
Newark, NJ 07102
Phone: 973.353.5300
Fax: 973.353.5666
E-mail: kate.torres@rutgers.edu

Specific contacts for the **Law Schools**, or for **Biomedical Sciences and Health Schools** can be found at the ODS landing page.

Technology

Help and Resources:

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/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]()