Lecture 6: Corporate e-Learning
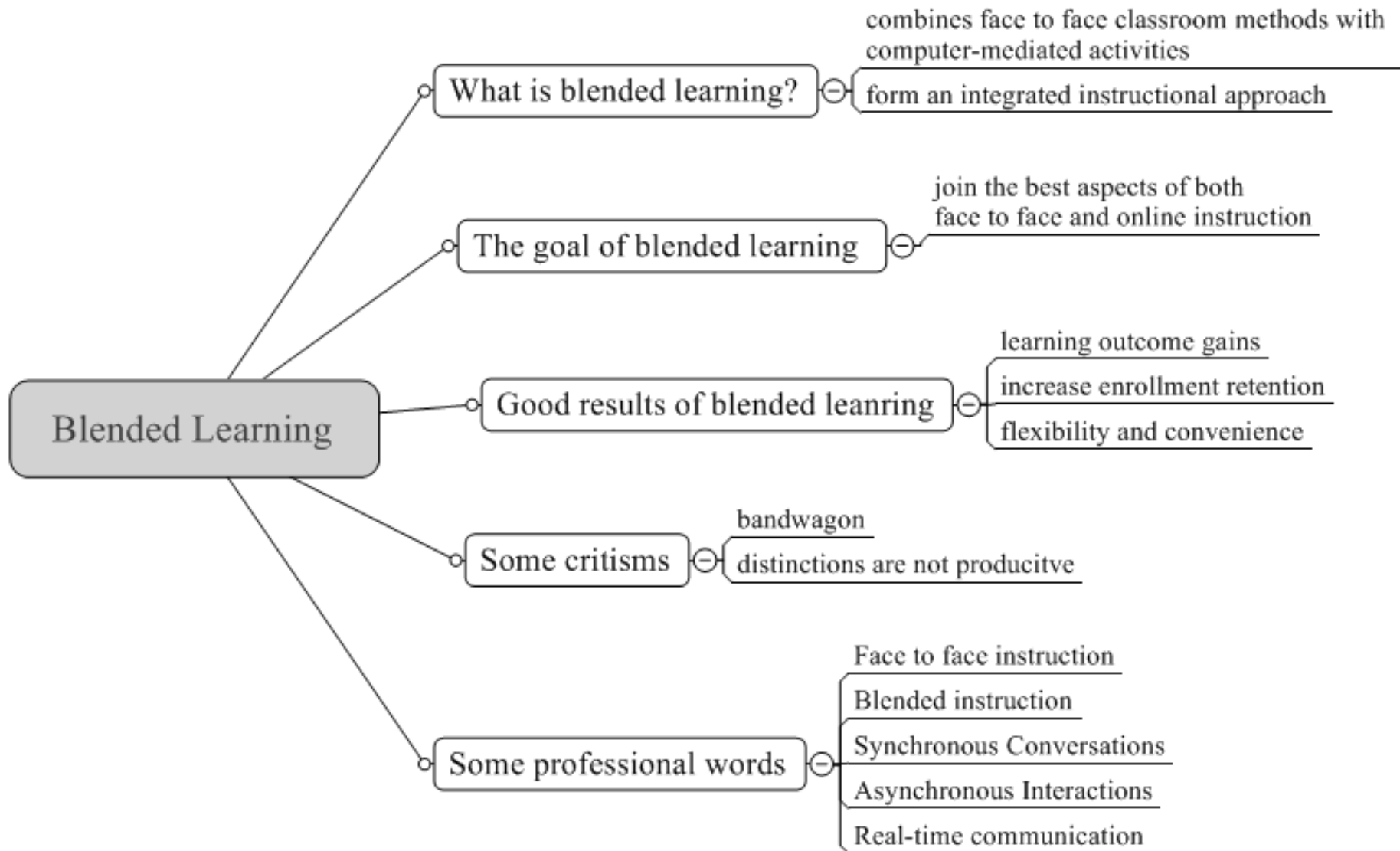
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Last Lesson Review

Blended Learning

- **What is blended learning?**
  - combines face to face classroom methods with computer-mediated activities
  - form an integrated instructional approach

- **The goal of blended learning**
  - join the best aspects of both face to face and online instruction

- **Good results of blended leanring**
  - learning outcome gains
  - increase enrollment retention
  - flexibility and convenience

- **Some critisms**
  - bandwagon
  - distinctions are not producitve

- **Some professional words**
  - Face to face instruction
  - Blended instruction
  - Synchronous Conversations
  - Asynchronous Interactions
  - Real-time communication

Learning Objectives

- Know the definition of corporate e-learning
- Know the advantages of corporate e-learning
- Know the challenges and civisms of corporate e-learning
- Know the learning theories of corporate e-learning
- Master professional words about corporate e-learning

Reading Two Materials

- Reading 1: **Corporate E-Learning**
  - http://lcell.bnu.edu.cn/do/uploadres?action=down&resourceId=16570&filePath=/upImages/sgresource/20121016112804/Corporate%20e-Learning.docx

Definition

- **Corporate e-Learning** refers to corporate training and educational programs that are developed using Information and Communication Technologies (ICTs) and delivered to learners through a variety of technical platforms, including Learning Management Systems, Course Management Systems, Intranets, the Internet, or stand-alone modules.

Benefits

- The perceived benefits of implementing e-learning solutions include:
  - greater flexibility for scheduling training,
  - the opportunity for just-in-time learning,
  - the ability to track employees' progress and achievement, and
  - an increased ability to tailor programs to students' learning or career needs.

Benefits

- However, perhaps the most persuasive benefit has been the opportunity for cost savings in the form of decreased training times, travel costs, and time away from work, as well as the ability to train larger numbers of employees at once.

Market

- Corporate E-learning is a lucrative(赚钱的) endeavor: pundits (权威人士) predicted that in 2009 the American e-learning market would hit $16.7 billion, and grow to $23.8 billion by 2014, with corporate groups leading the way in spending. (Reuters, 2009)

History

- According to a 2001 study, 80% of Fortune 500 companies had already implemented e-learning solutions or planned to do so in the near future (Macpherson, Elliot, Harris, & Homan 2004)
- **1990's:** Traditional and CD ROM Training
- **Early 2000's:** Start of e-Learning with online self-study materials with a focus on providing information
- **Mid 2000's:** Mixed Media and smart use e.g. M-Learning
- **2010 & Beyond:** focus on formalization and collaboration. Focusing on formalization requires an emphasis on academic theories that support a value driven approach to e-learning designs.

Technology Trends

- Learn 2.0 and Social Networking
- Microcontent
  - <u>Microcontent</u> refers to small bits of information like that which is captured in blogs, wikis, RRS feeds, and <u>Twitter</u> posts.
- Mobile Learning
- Peer-to-Peer
- Virtual Learning Environment
- Multi-User Virtual Environment
- Serious Games

Elements of a successful implementation

- The Juhasz Development Group identified some key factors for successful corporate e-learning implementation (Herridge, 2002)
  - a clear strategy and business case,
  - sufficient budget,
  - established theory of instructional design that will accommodate a variety of learning styles, including those not suited to online learning,
  - support from senior management,
  - technical infrastructure able to support the implementation, and
  - direction to nurture a "learning culture" and support a corporate shift to this style of learning.

Evaluation Method

- Underlying many Corporate e-Learning designs is the Kirkpatrick Learning Evaluation Model which was developed by Dr. Don Kirkpatrick in the 1950s and is still in use today.

- The "Kirkpatrick model" includes four levels of reaction, learning, behavior, and results.

- The Kirkpatrick model has been criticized for being too simplistic and often not fully implemented within corporations.

Challenges and Criticisms

- Corporate e-Learning programs have been touted as a cost-effective and flexible approach for delivering training, but research has shown that these are not always the results it achieves.

- High drop-out rates

- Cost

- Technology driven, not learning theory driven

Challenges and Criticisms

- **High drop-out rates**
  - From a student perspective, the factors that led to drop-outs were "a lack of time, a lack of motivation, poorly designed courses and incompetent instructors." (Tyler-Smith, n.d.)
- **Cost**
  - Despite the promised cost savings, implementing e-learning solutions involves significant investments of both time and money, often greater than initially expected.

Challenges and Criticisms

- **Technology driven, not learning theory driven**
  - E-learning developers have been criticized for their failure to develop learner-centered programs, instead being driven by the technology.

Learning Theories

- **Andragogy**
  - <u>Andragogy</u> is the equivalent to pedagogy but tailored to the needs of adults.
  - Methods may include role play, case studies, or simulations that provide immersive context for the learning experience.

- **Communities of Practice**
  - A CoP is a group of individuals who connect either in person or electronically to learn together about a common body of knowledge.
  - e-Learning in CoPs is supported by technologies such as expert blogs, wikis, twitter, social networking sites such as Linked-In, and social bookmarking such as Del.icio.us.

Learning Theories

- **Problem Based Learning**
    - <u>Problem-Based Learning</u> (PBL) involves having learners focus on a problem that may not have an obvious solution and requires that the learner leverage from prior knowledge and undergo an exploration to solve the problem.
    - Fit technologies including MUVEs and serious games

- R2: **e-Learning for Corporates**
  - http://lcell.bnu.edu.cn/do/uploadres?action=down&resourceId=16571&filePath=/upImages/sgresource/20121016114357/eLearning%20for%20Corporates.pdf

- Corporate training
- Knowledge management
- Reusable learning object
- Online community

Watch Two Videos

How e-learning is enabling workforce development

Benefits of Computer-based Training

Master Professional Words

- Corporate e-Learning：企业数字化学习
- ICT(Information and Communication Technology)：信息与通信技术
- Reusable Learning Object(RLO)：可重用学习对象
- Fortune 500 companies：世界500强企业
- Social Networking Sites：社交网站
- Wireless Application Protocol (WAP)：无线应用协议
- Microcontent：微内容
- Multi-User Virtual Environment (MUVE)：多用户虚拟环境
- Virtual Learning Environment (VLE)：虚拟学习环境

- Kirkpatrick Learning Evaluation Model：柯式学习评估模型
- Drop-out rates：辍学率
- Self-efficacy：自我效能感
- Locus of control：控制点
- Legacy systems：保留系统
- Andragogy：成人教育学

- Web-based training(WBT)：网上培训/基于网络的培训
- Computer-based training (CBT) ：计算机辅助培训
- Training management system：培训管理系统
- Learning Service Provider(LSP)：学习服务提供商
- Learning portal ：学习门户
- Application Service Provider (ASP)：应用服务提供商
- Community of Practice (CoP)：实践社区

- Learning organization：学习型组织
- Chief Learning Officers (CLOs)：首席学习官
- Chief Knowledge Officers (CKOs)：首席知识官
- Corporate university：企业大学

Summary

Can you recall what we learn today?

- The definition of corporate e-Learning

- The benefits of corporate e-Learning

- The challenges and civisms of corporate e-Learning

- The learning theories of corporate e-Learning

Homework

- Assignment 1: Collect materials about Corporate University (at least one material per student)
  - http://lcell.bnu.edu.cn/do/bbsPost?action=detail&postId=3722
- Assignment 2: Professional words test
  - http://lcell.bnu.edu.cn/do/testTask?action=visitTestFromLa&laId=1696&testId=348

Any question, please contact me:

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∗ Actions speak louder than words ∗