

Contents

Introduction	xiii
Chapter One : How Did We Get Here? The History of Blended Learning	1
The Evolution of Technology-Based Training	2
Instructor-Led Training	2
Mainframe-Based Training	3
Satellite-Based Live Video	5
The PC CD-ROM Era	6
Development of Learning Management Systems and AICC	8
Enter Web-Based Training: The First Generation	10
Today: A Wide Range of Options	12
Lessons Learned in This Chapter	12
Chapter Two: The Business of Blended Learning	15
The Issue of Limited Resources	16
Portfolio Management: Identifying High-Impact Investments	16
Program Portfolio Allocation	18
The Trap of “Cost Reduction” Programs	19

High-Impact Programs	21
Creating Measurable Goals	24
Certification Programs: A Special Case	26
Alignment with Business Objectives	27
Blended Learning Is a Powerful Business Tool	29
Lessons Learned in This Chapter	30
Chapter Three: Blended Learning Design Concepts	31
How Do People Learn?	31
The Goal of Mastery	33
Six Modes of Learning	34
Research Supports the Value of Experiential Learning	39
Blending Works: Thompson Job Impact Study	40
Cultural Goals: Socialization and Gaining Attention	42
The Four Types of Corporate Training	45
Tracking and Reporting as a Program Characteristic	47
Lessons Learned in This Chapter	52
Chapter Four: Proven Blended Learning Models	55
The Two Approaches to Blended Learning	56
Five Specific Blended Learning Models	83
Lessons Learned in This Chapter	94
Chapter Five: Eight Criteria for Selecting the Blending Model	97
Criterion 1: Program Type	98
Criterion 2: Cultural Goals	98

Criterion 3: Audience	101
Criterion 4: Budget	105
Criterion 5: Resources	106
Criterion 6: Time	111
Criterion 7: Learning Content	113
Criterion 8: Technology	116
Lessons Learned in This Chapter	117
Chapter Six: Developing the Budget	119
Sizing the Budget: Define the Size of the Problem	120
Compute Cost Per Learner	122
Economics of Blended Learning	123
The Five Components of the Budget	124
Real Costs: The Blended Learning: What Works™ Study	129
Lessons Learned in This Chapter	142
Chapter Seven: Media Selection: The Right Blend	143
Review of the Selection Criteria	144
The Sixteen Media Types	144
When to Use Instructor-Led Training	144
When to Use On-the-Job Exercises	146
When to Use Live vs. Self-Study	149
Program Type 1: Information Broadcast Programs	154
Program Type 2: Critical Knowledge Transfer Programs	155
Program Type 3: Skills and Competency Programs	156

Program Type 4: Certified Skills and Competencies	157
Media Selection	159
Lessons Learned in This Chapter	174

Chapter Eight: Content Development 177

The Instructional Design Team	178
Typical Content Development Challenges	179
Developing a Program Plan	180
The Instructional Plan	180
Developing Standards	181
Making Content Reusable	183
e-Learning Content Development Process	184
Working with SMEs	186
Developing Webinar or Live e-Learning Content	187
Development Tools	189
Simulations	193
Content Development Tips and Techniques	200
Outsourcing Content Development	202
Lessons Learned in This Chapter	204

**Chapter Nine: Learning Technology
and Infrastructure** 207

Review of Blended Learning Infrastructure	207
Using and Setting Standards	215
How Much Learning Infrastructure You Need	216
Do You Need an LMS at All?	217
Low-Cost LMS Approaches	218

LCMS and Development Tools	219
Lessons Learned in This Chapter	221
Chapter Ten: Program Management: Launch, Rollout, Support	223
The Challenge of Utilizing e-Learning	224
Review the Program Schedule	225
Program Launch	226
Executive and Management Support	227
Specific Launch Events	229
Ongoing Marketing	230
Support and Operations	232
Learning Labs	233
Field Coordinators	234
Measuring and Reporting Progress	235
Communication with Upper Management	237
Communication with Line Management	238
Lessons Learned in This Chapter	242
Moving Forward	245
Why Blended Learning Is So Important	245
Where Blended Learning Is Going	246
Appendices	249
Appendix A: Case Studies and Solutions	
Appendix B: Blended Learning Study: Financial Overview	
Appendix C: Case Study Business Strategies	

Appendix D: Program Checklist

Appendix E: Eight Criteria for Media Selection

Appendix F: Sixteen Media Types and Descriptions

Appendix G: Glossary

Appendix H: Selected Samples of Courseware and Media

Appendix I: Sample Detailed Instructional Plan

About the Author 311

Index 313

Pfeiffer Publications Guide 321