## CONTENTS

1 **Introduction**  
   Background 3  
   What Is E-Learning? 4  
   Audience 6  
   How Is Effective E-Learning Defined? 6  
   Why Is E-Learning Important? 7  
   What Does E-Learning Add? 8  
   Sources of Data Gathering 9  
   Outline 9

2 **Literature Review**  
   Background 11  
   Why Do Corporations Use E-Learning? 13  
      Strategic Reasons 13  
      Accessibility 14  
      Size, Geography, and Speed 16  
      Attraction/Retention 17  
      Productivity 17  
      Investment 19  
   How Is E-Learning Developed? 19  
      E-Learning versus Classroom Learning 19  
      Content/Design 21  
      Learner Consideration 23  
      Delivery 25  
      Blended Learning 26  
      Sourcing 27
## CONTENTS

How Is E-Learning Implemented?  
  *Marketing E-Learning*  
  *Supporting Learners*  
  *Supporting Instructors*  
  *Corporate Support*  
  *Learning Management System*  
  How Is Effectiveness Determined by Corporations?  
  *Rationale*  
  *Methods of Measurements*  
  What Lessons Are Learned?  
  *Failure at the Learner Level*  
  *Failure at the Product Level*  
  *Failure at the Organizational Level*  

3 Framework and Methods  
  *Conceptual Framework*  
  *Methodology*  
  *Interviews*  
  *Protocol*  
  *Data Recording Procedure*  
  *Data Analysis and Interpretation*  
  *Trustworthiness*  
  *Ethical Considerations*  

4 IBM  
  *Why Use E-Learning?*  
    *Serve the Global Community*  
    *Technology Innovation—On Demand Learning*  
  *How Is E-Learning Developed?*  
    *Learning Organization Structure*  
    *Business Objectives*  
    *Project Management—Collaborative Effort*  
    *Sequence of Participation*  
    *E-Learning versus Classroom Learning*  
    *Content/Design*  
      *Subject Matter Experts (SME)*  
      *Designers*  
      *Content*  
      *Repurpose*  
      *Cultural Sensitivity*  
      *Design*  
      *Beta Test*