


An Exploration of Blended Learning in Corporate Training Settings in the UK, USA, China, Taiwan, and Korea

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Poll #1: Burning Blended Learning Q's (Pick any that interest you)

- A. What does blended learning mean?
- B. What is typically being blended?
- C. How much to blend?
- D. Why blend (advantages and disadvantages)?
- E. Where is this all headed?

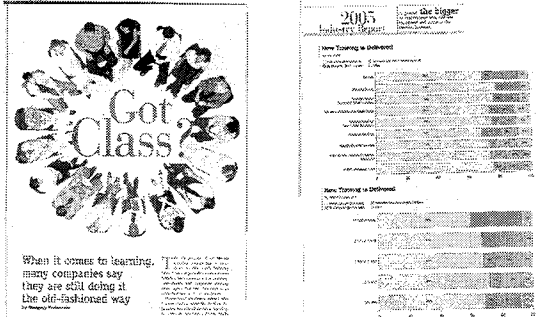
Whose Learning Is It, Anyway?

Learning & Training Innovations, Clay & Mindrum, July/August, 2003, p.33

"E-learning proponents promised just-in-time, just-for-me, anytime, anywhere, 24X7, interactive, streaming, real-time, asynchronous, pervasive, motivational, emotional, collaborative, multimedia, blended, adaptive, personalized, intuitive, rich, engaging, strategic, empowering, scalable, consistent, efficient, and cost-effective learning."



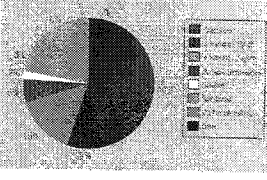
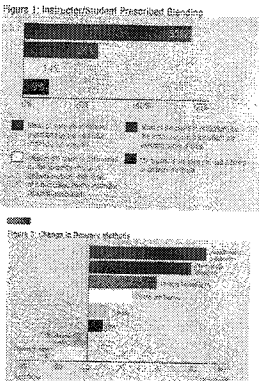
December 2005, Training Magazine



When it comes to learning, many companies say they are still doing it the old-fashioned way.

A Look at Learning Delivery Understanding the Blend

business intelligence

Blended Learning Rationale

- **BL link to nontraditional and distance learning.**
 - Make learning available to learners in a variety of delivery formats (Bonk & Graham, 2006).
 - Make learning adaptable to myriad styles or preferences (Bonk & Zhang, in press).
 - Opportunities for authentic and self-directed learning avenues that have been espoused by nontraditional and distance learning experts for decades (Knowles, 1984; Wedemeyer, 1981).
 - Emerging technologies offer the options and opportunities that adult learners need (Capella, 2006).
 - Instruction must interest learners intrinsically, assist learners in self-development, address learning preferences or styles, & exploit resources of respective institutions or organizations (Bonk et al, 2007).

Why Blended?

- Fully e-learning has limitations (e.g., lack social interaction).
- Millions of learners around the planet are actually learning in this fashion of blended learning each day (Bonk & Graham, 2006).
- BL a top ten emerging trend in industry (ASTD, 2003).
- Conceivable that 80-90 percent of college and corporate training classes will be blended (Kim, Bonk, & Zeng, 2005).

Why not blended?

- Time to develop materials, deliver instructions, and enhance interactions.
- Instructors/trainers unwilling to change--skeptical of the effectiveness, fear of using the technology, peers can see them, and fear of lack of control.
- The barriers of institutional culture.
- Insufficient support from management.
- Learners need more self discipline and motivation.
- No one universal model of BL.

Blending Learning Defined

- "Blended learning refers to events that combine aspects of online and face-to-face instruction" (Rooney, 2003, p. 26; Ward & LaBranche, 2003, p. 22)



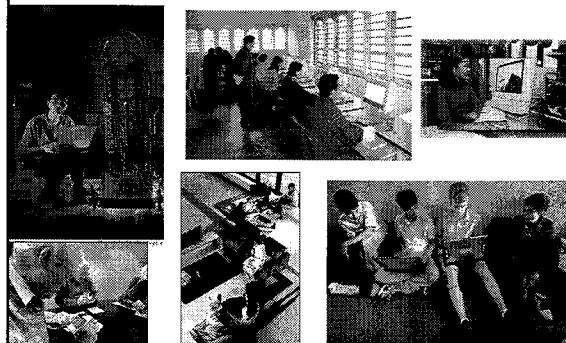
BL Research (Thomson NETg, 2003).

- Results of one particular research study indicate that employees who learned through blended strategies showed better performance on their real tasks than those who learned in other instructional formats such as instructor-led or self-study approaches.

Six factors that impact the decision on BL design Rossett, Dougls, and Frazee (2003)

- (1) how stable the content is,
- (2) how much time one has for the development and implementation,
- (3) whether human interaction is essential for the learning goals,
- (4) how much the budget is,
- (5) whether the learning resource can be reusable and referenced in the future, and
- (6) whether the nature of the activities and learners' situation is individual or social.

Who is demanding fully online and blended learning?



More than 70 Million Adults Want to Head Back to School
 August 22, 2006, Yahoo News
 Report: "Degrees of Opportunity" from Capella University

- **Degrees of Opportunity**, a new national study of the attitudes of adult Americans toward continuing their education, indicates that more than half of American adults age 25 to 60 would like to pursue additional education -- the equivalent of more than 70 million adult Americans.

Learning TRENDS by Elliott Masie - September 5, 2006.
 #399.5 - Updates on Learning, Business & Technology.
 52,716 Readers - <http://www.masie.com> - The MASIE Center

Average Percentage of Learning Delivery Methods (240 organizations in learning Masie consortium):

- 46% Classroom.
- 27% e-Learning.
- 19% Blended.
- 10% Other Methods.

Classroom Delivery is used for Leadership/Supervision; Sales/Customer Service; Orientation/OnBoarding.

E-Learning Delivery is used for HR Compliance; Safety; IT Systems/Software.

Examples of Blended Learning, Margaret Driscoll, e-Learning, March 2002

- Put assessments/reviews online
- Follow-up in community of practice
- Put reference materials on Web
- Deliver pre-work online
- Provide office hours online
- Use mentoring/coaching tool
- Access experts live online
- Use e-mail and instant messaging

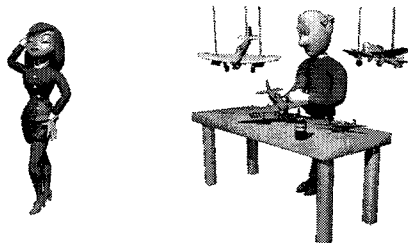


Fully Online and Blended Learning Advantages

1. Increased Learning (better papers, higher scores)
2. More effective pedagogy and interaction
3. Course access at one's convenience and flexible completion
4. Personalized access to a range of materials
5. Accommodate more learning styles
6. Connect different nationalities and cultures
7. Reduction in physical class or space needs, commuting, parking
8. Increased opportunities for human interaction, communication, & contact among students
9. Introverts participate more
10. Cost effective, time, satisfaction



Frameworks and Models of Blended Learning...

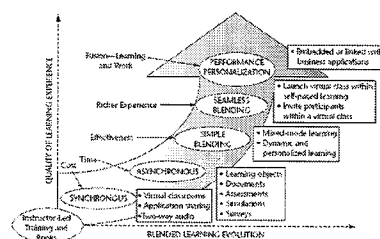


Harvey Singh (2006)

Blending Learning and Work

477

FIGURE 34.1. PAST, PRESENT, AND FUTURE OF BLENDED LEARNING.

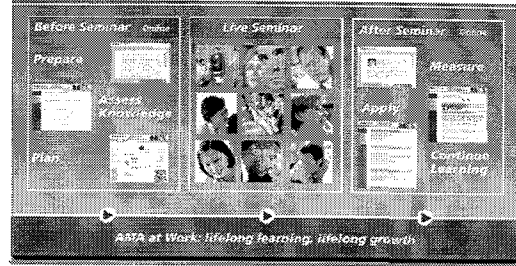


AMA Special Report, Blended Learning Opportunities; Alison Rossett (2006)

1. **Anchor Blend: Start FTF, then online**
2. **Bookend Blend: Three part: e.g., online preassessments, then FTF, and then online post assessments**
3. **Field Blend: Assets, resources, and choices including perhaps FTF**



AMA Special Report, Effectively Implementing a Blended Learning Approach (Steven Shaw & Nicholas Igneri, 2006)



Source: American Management Association, AMA at Work

AMA Special Report, Blended Learning Opportunities; Alison Rossett (2006)

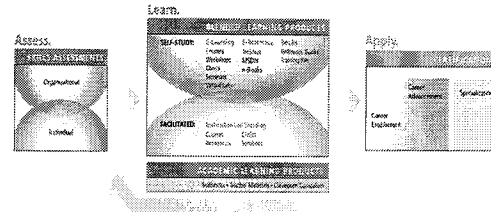
Table 1. What Might Go in the Blend

<p>Live face-to-face (formal)</p> <ul style="list-style-type: none"> • Instructor-led classroom (IF2) • Workshops • Coaching, mentoring • On-the-job (OTJ) training • Work-based problems 	<p>Live face-to-face (informal)</p> <ul style="list-style-type: none"> • Collegial relationships • Work issues • Apprenticeships
<p>Virtual collaboration/synchronous</p> <ul style="list-style-type: none"> • Live e-learning classes • E-coaching, e-mentoring • Instant messaging, SMS 	<p>Virtual collaboration/asynchronous</p> <ul style="list-style-type: none"> • Email • Online communities and discussion boards • Listservs • Blogs, wikis, podcasts
<p>Self-paced learning (print, CD/DVD, electronic, wireless)</p> <ul style="list-style-type: none"> • Online modules • Online resource links • Simulations and scenarios • Assessments and self-assessments • Workbooks, readings 	<p>Performance support</p> <ul style="list-style-type: none"> • Online help systems • Print job aids • Online knowledge databases • Documentation • Performance support tools

Adapted from Rossett, Douglas, & France, 2002, July

Framework for organizational development through training. Assess, Learn, and Apply (Copyright Microsoft, Ziob & Mosher, 2006)

Microsoft Products and Services for Lifelong Learning



4. Blended Learning Form Factors (copyright Microsoft, Ziob & Mosher, 2006; Handbook of Blended Learning Environments)

Live instructor-led	Self-paced learning	Tools for learning communities
<ul style="list-style-type: none"> • Traditional classroom • Onsite engagement • Virtual online classroom • Live video via satellite or videoconferencing • Online coaching/mentoring 	<ul style="list-style-type: none"> • Instructor-led classroom via e-mail • Online or computer-based training (CBT) • Self-study guides, manuals, texts • Online resources and databases 	<ul style="list-style-type: none"> • Chat • Instant messaging (IM) • Newsgroups and forums • Collaboration

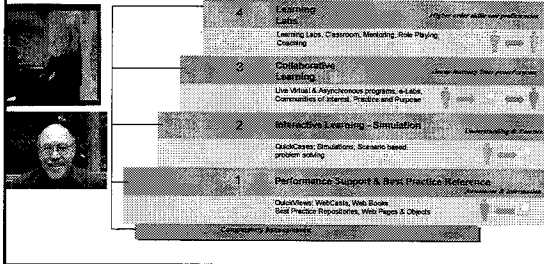


Blended Learning Scenario (copyright Microsoft, Ziob & Mosher, 2006; Handbook of Blended Learning Environments)

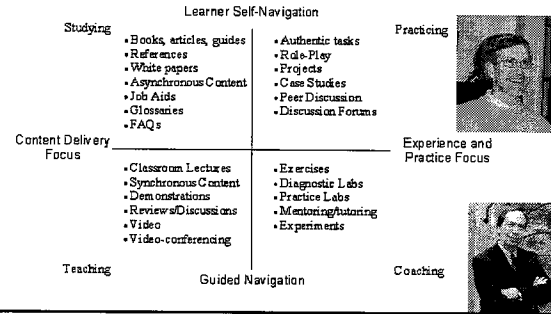
Pre Class	Day 1	Day 2	Day 3	Day 4	Day 5	Post Class
Self-study prep	In classroom	Virtual class	e-Learning	Virtual class	In classroom	Community newsgroups



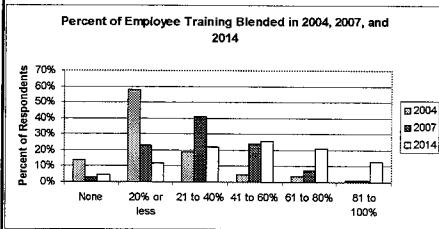
The IBM Four Tier Learning Model (2006)
Blending Learning for Business Impact – IBM's case for learning success, 2006 Handbook of Blended Learning, Nancy Lewis, VP, & Peter Orton, IBM



Specific Learning Elements
An Learning Ecology from Sun Microsystems (Wenger & Ferguson, 2006)



Corporate Training Blended (2003 study)



Current Study: Blended Learning in Corporate Training in Five Countries!



Blended learning Study: Introduction

- The growing importance of blended learning in workplace learning internationally (Bonk & Graham, 2006; Rossett & Frazee, 2006)
- Confusions about blended learning exists (eLearning Guild, 2003)
 - What does blended learning really mean?
 - What are optimal blends?
 - How blended learning should be evaluated?

Purpose of the Study

- To explore current state and future trends in blended learning in workplace settings on a global scale.

Definition of Blended learning:
 Combination of face-to-face training and online learning.

Research Questions



- How blended learning is being perceived and practiced in workplace learning settings today?
- How is blended learning expected to be perceived and practiced in the next few years?
- Are there cross-cultural differences in the current status and future trends of blended learning? If so, what are the differences?

Precursors to this Study

"Online Training in the Online World" (2001-2002)

"Surveying the future of workplace e-learning: *The rise of blending, interactivity, and authentic learning*" (2003-2004)

"The Future of Blended Learning in Corporate and Other Training Settings: An International Study" (2005-2006)

Methods: Overview

- This survey is a part of a longitudinal study of the future of e-learning in corporate training and higher education settings in 2003 and 2004 (Kim & Bonk, 2006; Kim, Bonk, & Zeng, 2005).
- Other countries surveyed included Korea, Taiwan, China, the UK, and the United States.

Methods: The Survey Instrument

- 31 multiple-choice and open-ended questions regarding:
 - Respondents' demographic information
 - Questions about the current status of blended learning in respondents' organization
 - Questions about future predictions of blended learning
- Online survey using "SurveyShare" (www.surveymshare.com)



Methods: The Survey Study

- Message was sent out electronically (i.e., e-mail, forum posts) to invite target groups to the online survey site.
- Respondents took the online survey in their native language (i.e., simplified & traditional Chinese, English, and Korean) and their responses were anonymous.



Methods: Survey Respondents

- Target: Training/HRD (human resource development) professionals who belonged to professional organizations, discussion forums, or listservs on HRD, e-learning, or blended learning.



Methods: Survey Respondents

- Respondents: ($N = 673$)
 - Employed in various types of organization (e.g., government, business, not-for-profit)
 - From five different countries.
 - South Korea = 136
 - Taiwan = 112
 - United Kingdom = 202
 - United States = 118
 - China = 105
 - Italy next? Thailand?

Tool Used was SurveyShare.

The screenshot shows the SurveyShare.com homepage. At the top, it says 'SurveyShare.com' and 'The Future of the Online World'. Below the header, there are several navigation links: 'Home', 'About Us', 'Contact Us', 'Privacy Policy', 'Terms of Service', 'Help', 'Feedback', 'Partners', 'Affiliates', 'Sponsors', 'Advertise', 'Press', 'Media', 'Blog', 'FAQ', 'Support', 'Partners', 'Affiliates', 'Sponsors', 'Advertise', 'Press', 'Media', 'Blog', 'FAQ', 'Support'. There is also a 'Survey Share Logo' section with a 'Log In' button and a 'Create Survey' button. Below this, there are three main sections: 'Create a Survey', 'Manage your surveys', and 'Manage your respondents'. Each section has a brief description and a 'Learn More' link.

Created Unique Surveys in Four Languages

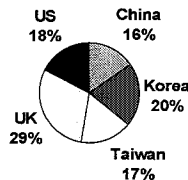
The screenshot shows the 'Create New Survey' page on SurveyShare.com. It features a list of instructions for creating a new survey, a hint about editing existing surveys, and four options for survey creation: 'SurveyShare Templates', 'Survey From Blank Slate', 'Survey From One Of Your Past Surveys', and 'Survey From Item Bank'. Each option has a small icon and a brief description. At the bottom, there is a copyright notice for SurveyShare.com.

Take Survey

The screenshot shows a survey page titled 'The Future of Blended Learning in Corporate and Other Training Settings (Page 1 of 4) (Preview Only)'. The survey content includes a paragraph of text and a section for demographic information. The demographic section asks for the respondent's primary employment location and gender. The employment location options are: United States, China, Taiwan, United Kingdom, and Other. The gender options are: Male and Female.

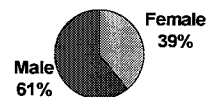
Respondent Demographics

1. Where are you primarily employed?
($N = 673$)

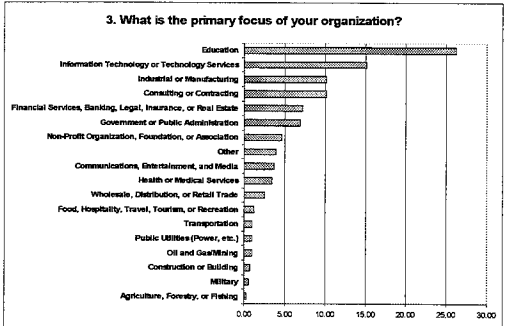


Gender of Respondents

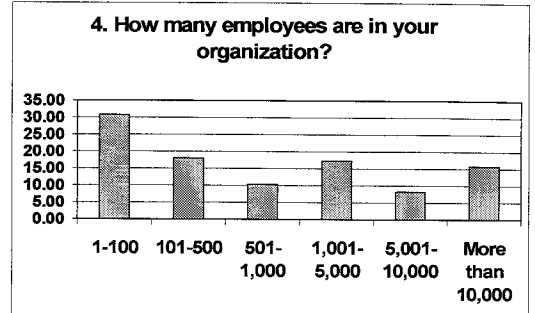
2. Please indicate your gender:



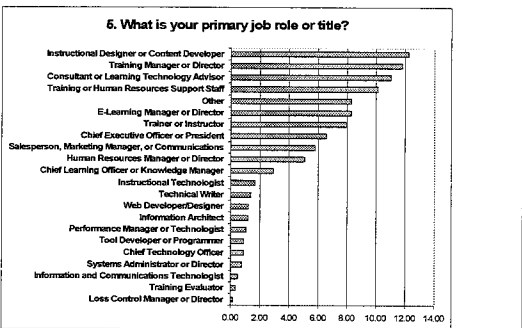
Industry Type



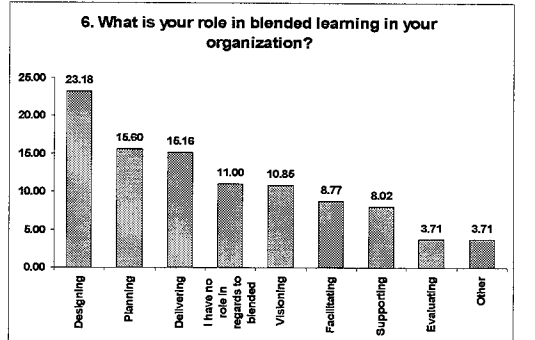
Size of Organization



Primary Role of Respondent

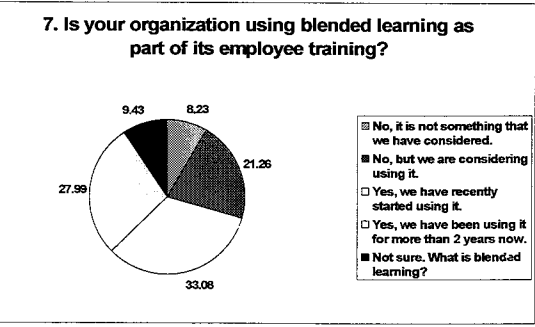


Respondents' Roles in Blended Learning

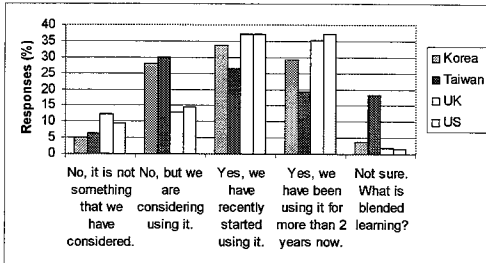


Findings I: Current State of Blended Learning

Are you Using Blended?

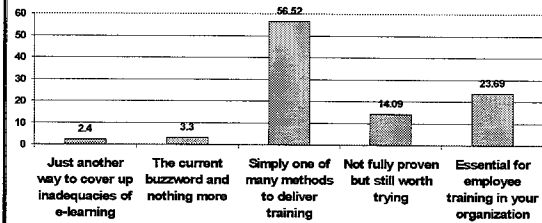


Are You Using Blended? – cont.



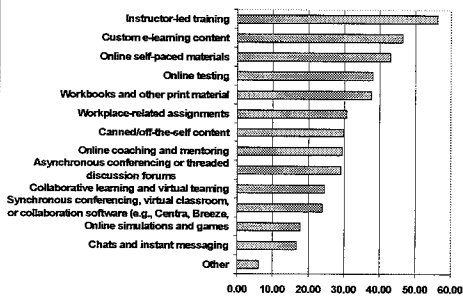
Respondents' Views of Blended Learning?

8. Do you see blended learning as (pick the one that you feel best reflects your views):



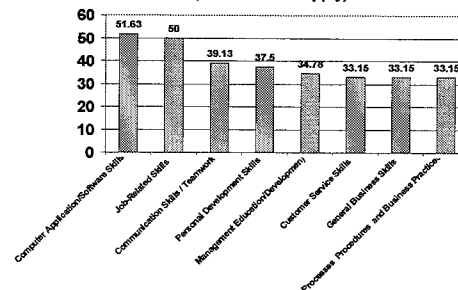
How do They Blend?

9. Blended learning programs in your organization typically include which of the following? (check all that apply)



What skills are taught in blended courses?

10. Which of the following skill areas are currently taught by your organization through blended learning (UK)? (Check all that apply)



3-4 Skills Most Taught Through Blended

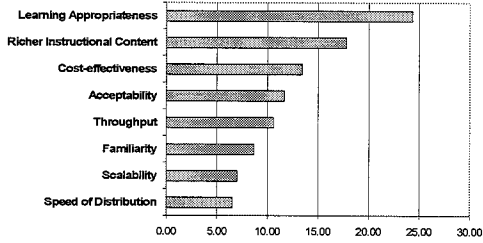
- UK: Computer Apps, Job, Communication/Teamwork, Personal Devel Skills
 - US: Computer Apps, Job, New Hire Orientation, Leadership
- =====
- Korea: Job Related, Leadership, New Hire Orientation, Basic Skills
 - Taiwan: Job Related, New Hire Orientation, Communication/Teamwork Skills
 - China: Communication/Teamwork, Basic Skills, Customer Service, Sales/Marketing

3-4 Skills Least Taught Through Blended

- UK: Ethics, New Hire Orient, Basic Skills, Exec Ed
 - US: Basic Skills, Sales/Marketing, Programming, Product Specific, Professional
- =====
- Korea: Product Specific, Diversity, Customer Product Training, Compliance
 - Taiwan: Diversity, Exec Education, Programming, Leadership, Product Specific, Business Practices
 - China: Computer Systems/Programming, New Hire Orientation, Leadership, Product Specific

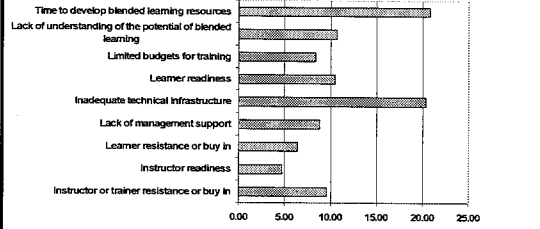
Greatest Benefit: Why do blended?

11. What is the greatest benefit of blended learning?



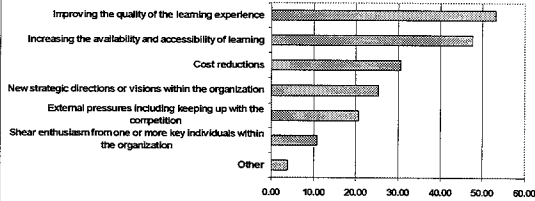
Greatest Obstacles to Blended?

12. What is the greatest obstacle or problem you face in utilizing blended learning?



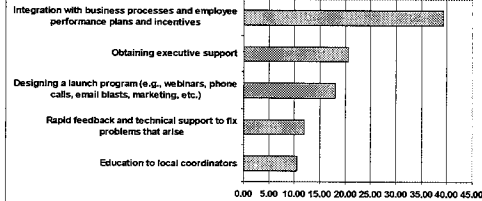
Key Drivers of Blended?

13. What are the key drivers of blended learning in your organization? (check all that apply)



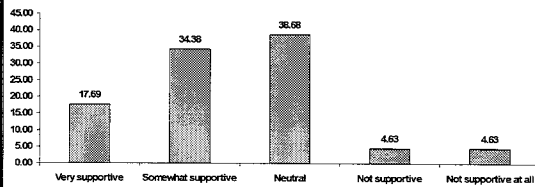
Most Important Issue in Launching Blended Program?

14. What is the most important issue in launching a blended learning program?



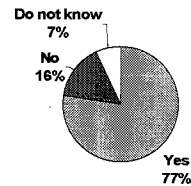
Is the Government of Your Country Supportive of BL?

15. Is the government of your country supportive of blended-learning as seen in specific policies, economic directions, strategic planning and reports, training initiatives, etc.?

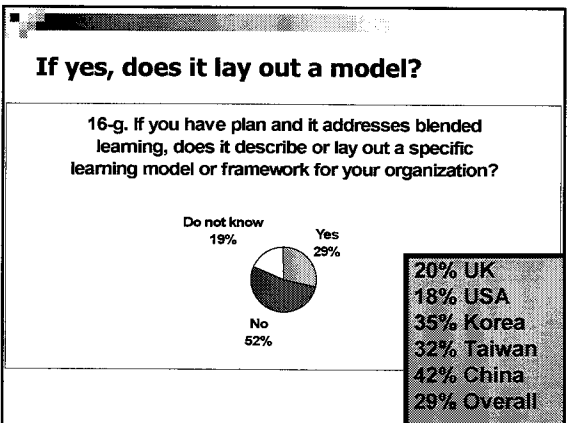
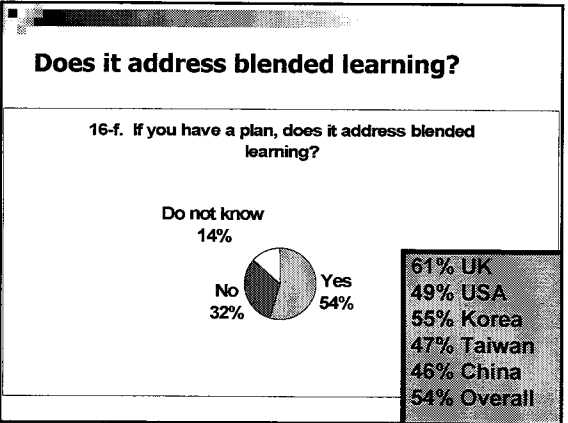
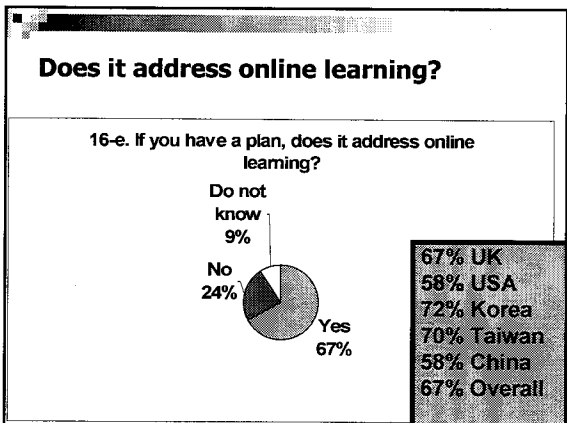
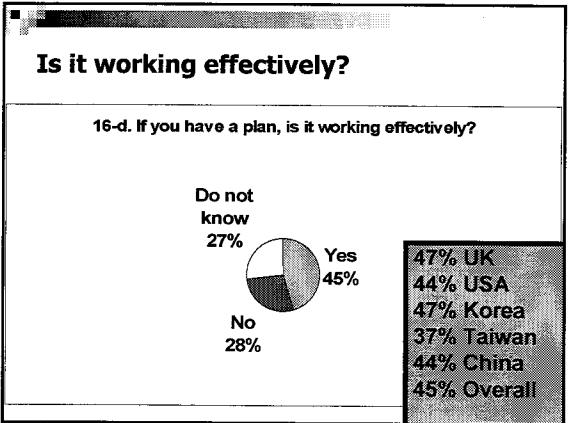
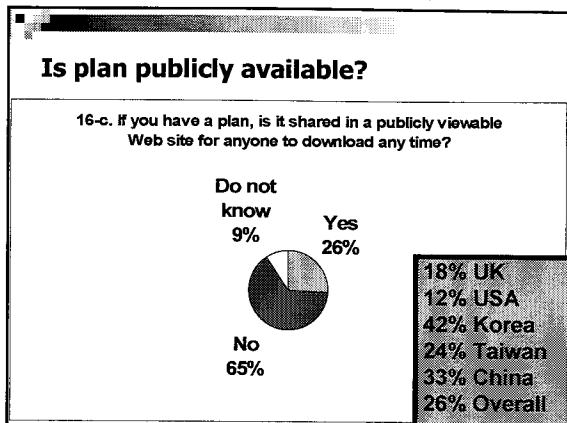
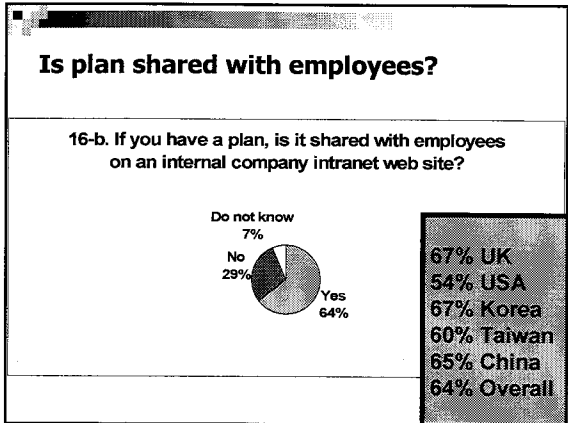


Strategic Planning for Blended Learning

16-a. Does your organization have a strategic plan for training and development?

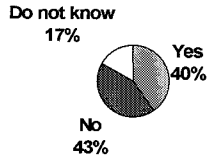


Korea most likely to have a strategic plan at 85% and UK was 79%; China least likely at 71% (USA (72%) and Taiwan (71%) slightly above)



Does your organization need strategic planning advice?

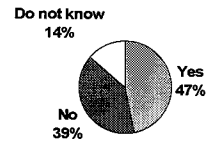
16-h. Does your organization need strategic planning advice regarding blended learning?



18% UK
25% USA
42% Korea
63% Taiwan
73% China
40% Overall

Does your organization need any other BL advice?

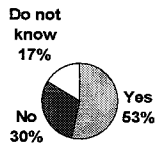
16-i. Does your organization need any other type of advice related to blended learning (e.g., design, development, implementation, evaluation, etc.)?



24% UK
21% USA
52% Korea
69% Taiwan
77% China
47% Overall

Does your organization evaluate BL?

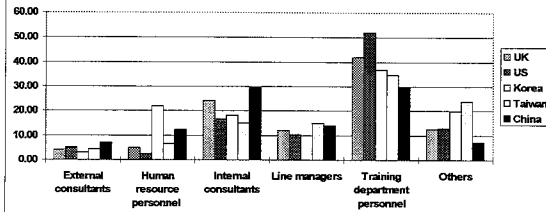
17. Does your organization evaluate the quality of blended learning courses?



- The percent of organizations evaluating the quality of blended learning in China (35%) and Taiwan (20%) is significantly lower than other countries.
- UK (66%), USA (66%), Korea (62%)

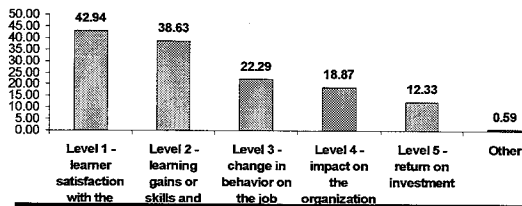
Is yes, who is primary evaluator?

18. If you answered "Yes" to the previous question who is the primary evaluator of the program?



If yes, at what levels evaluate?

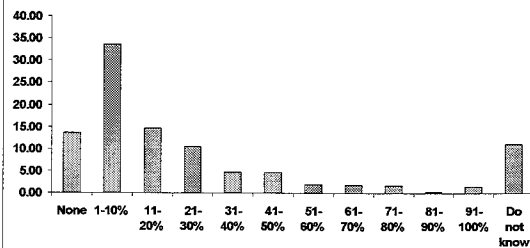
19. If you answered "Yes" to the previous question, at what levels does your organization evaluate blended learning? (check all that apply)



Korea and Taiwan lowest at evaluating impact or ROI of BL training as well as performance on the job.

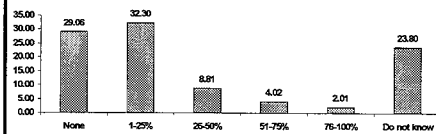
Percent currently blended?

20. What percentage of the training in your organization is currently devoted to blended learning?



Percent training outsourced?

21. What percent of your company/organization's 2004/2005 training expenditures for blended learning went to external vendors and consultants?

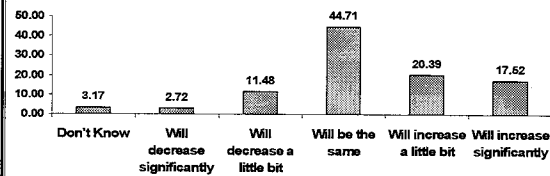


At least some outsourced:
 46% UK
 55% USA
 54% Korea
 37% Taiwan
 43% China
 47% Overall

Findings II: The future State of Blended Learning

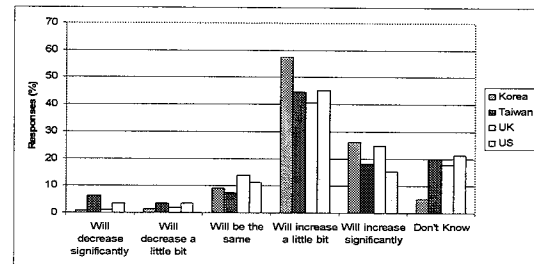
How will spending on BL change?

22. How will your organization's spending on blended learning change during the next few years?



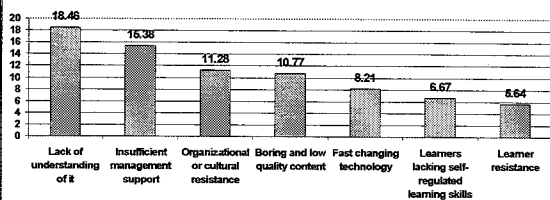
• China increase the lowest (47%); Korea highest (84%); UK second (75%). (Note: USA was 61% and Taiwan was 63%)

Will Spending on Blended Learning Change? – Cont.



Most Significant Issue or Problem with Blended Learning?

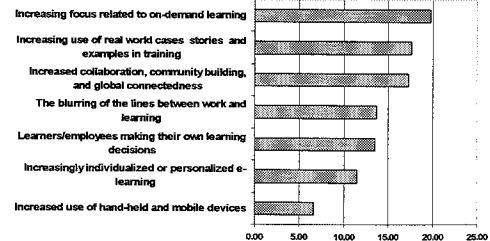
23. What is the most significant blended learning issue or problem that must be addressed (UK)?



• More professional development for practitioners is required.

What will spur growth of BL?

24. Which of the following will spur or promote blended learning the most in the next few years?

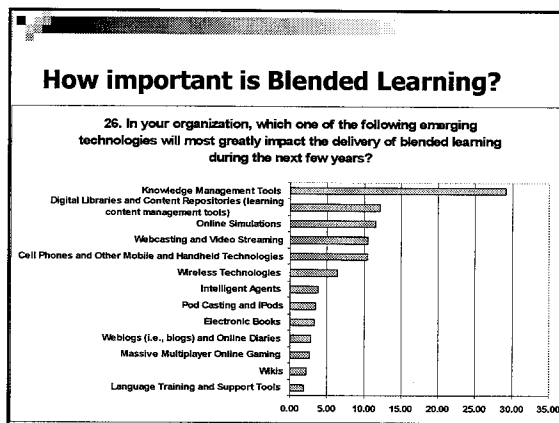
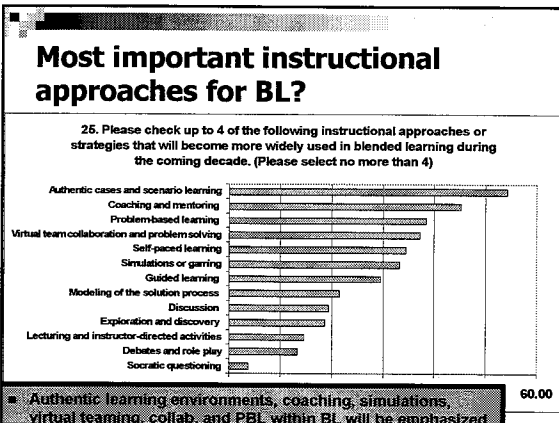


• What will spur BL varies greatly by country:

	Connected Commun/ Inc. collab	Hand- Held/ Mobile	On Demand Lrng	Stories/ Real Cases
UK	12	7	23	9
US	9	7	28	15
Korea	13	10	23	15
Taiwan	26	2	9	35
China	31	6	9	23
Overall	17	7	23	18

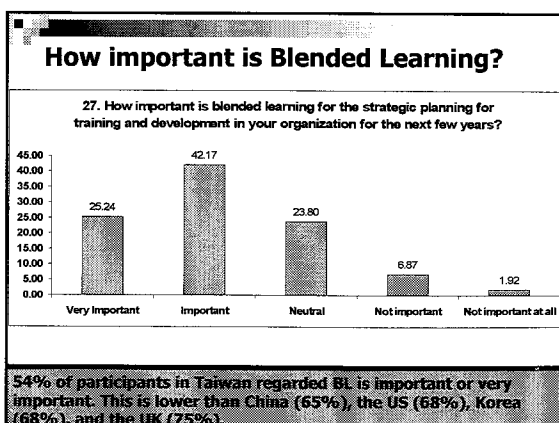
• What will spur BL varies greatly by country:

	Personalized E-Learning	Employees Make their Decisions	Blurring Work-Learning
UK	15	17	16
US	15	7	19
Korea	8	17	13
Taiwan	11	8	8
China	6	15	8
Overall	12	14	14



• Knowledge management tools were ranked as the key technology among five countries for the next few years; highest in Korea (36%).

	LCMS KM	E- RLO	Phone/ Sim Mobile	Webcast/ Streaming	
27	21	10	10	10	UK
22	23	9	5	25	US
36	3	12	8	8	Korea
31	3	6	14	6	Taiwan
29	5	21	17	3	China
29	12	12	10	10	Overall



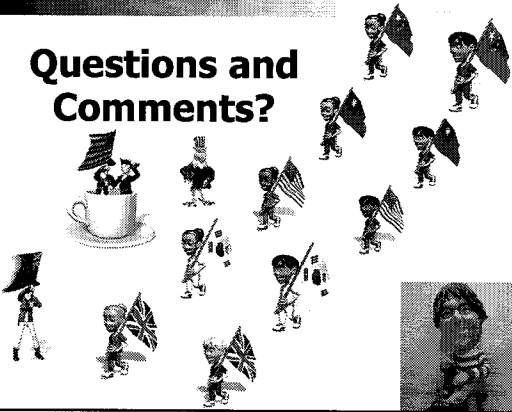
Conclusions/Implications

1. Increasing popularity and importance of BL in all five countries;
2. More interactive instructional strategies and emerging technologies will impact the delivery of BL in coming years;
3. Key barrier/obstacle to implement BL: Need more thorough understanding on BL;
4. Companies need guidance on how to implement BL in their organizations: Design, delivery, and evaluation;
5. More need to strategically plan for blended.

Conclusions

- Although e-learning has been widely promoted in workplace learning, there are still considerable opportunities to develop blended learning initiatives.
- Many organizations maintain a wait and see posture regarding the development of blended learning.
- Blended learning may provide more training opportunities for most organizations, since it offers more flexible applications than either fully online or traditional face-to-face instruction.

Questions and Comments?

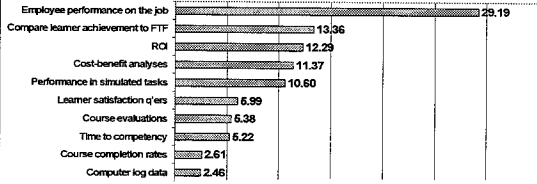


References

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How to measure the quality of blended courses?

28. How will the quality of blended learning be most effectively measured during the coming decade (all data)?



What would you like in a BL portal?

29. What would you like the most in a blended learning portal?

