CONTENTS

]	Foreword by Elliott Masie	x i
.1	Acknowledgments	xv
]	Introduction	1
ARI	TONE Designing Effective Technology-Based Training	5
1	Overview of Technology-Based Training	7
,	What Is Technology-Based Training?	8
	Modes of Technology-Based Training	12
	Interactivity	- 21
	Advantages and Limitations of TBT	21
•	The Project Team: Roles and Responsibilities	24
•	Tools Needed to Create TBT	30
	Conclusion	34
2	Choosing the Right Technology	39
	Technology Used in TBT	39
	Using CD-ROMS to Deliver Training	44
	Using the Web to Deliver Training	47
	When to Use WBT or CD-ROM	56
	Applying It on the Job	57

	•		
3	Guaranteed Results with a Systematic Design Proce	ess	59
	What Is Instructional Systems Design?		60
	Analysis		63
	Design		67
	Rapid Prototype		70
	Development		73
	Implementation		82
	Evaluation		83
	Applying It on the Job		86
4	Designing Lessons for Adult Learners		87
	The Value of Proven Instructional Design Strategies	_	88
	How Adults Learn	-	89
	Gagné's Systematic Approach to Training		91
	Mager's Behavioral Learning Objectives		98
	Motivating Learners		100
	Constructivism		102
	Summary	•	105
	Applying It on the Job		105
	Secrets of User Interface Design		107
	Use Visuals to Make Computers Easier to Use		108
	Help the User Remember	•	110
	Put the User in Control		117
	Create Consistent and Logical Designs		120
	Provide Informative Guidance and Feedback		126
	Applying It on the Job		129
P	ART TWO Managing Technology-Based Training	•	131
	6 Measuring Costs and Benefits	•	133
	Overview of Cost-Benefit Analysis		134

	Measuring Costs	137
	Measuring Benefits	146
	Evaluating Results	149
	Applying It on the Job	152
7	Working with a Vendor	153
	How to Determine the Project Budget	153
	How to Find Potential Vendors	157
	Creating an RFP	160
	Selecting a Vendor	161
	Tips for Reducing Project Costs	167
	Tricks, Traps, and Other Vendor Shenanigans	168
	Rules for Establishing a Good Vendor-Client Relationship	170
	Milestones in Managing the Development Process	172
	Applying It on the Job	173
8	Selling Your Projects Internally	175
	The Needs and Language of Senior Executives	176
	The Concerns and Language of Information	
	Technology Departments	179
	Presenting the Business Case	181
	Model Memo Describing New TBT Project	-183
	Applying It on the Job	186
A F	RT THREE Case Studies	187
9	Increasing Sales Rep Knowledge Using CD-ROM	189
	Bingham-Rodway Pharmaco	190
	Analysis and Design	192
	Tour of the Virtual Cancer Center	198
	Return on Investment	205

10 Orienting New Hires Using CD-ROM	207
The BevCo Company Analysis and Design	208 210
Tour of BEV Office	217
Return on Investment	226
1 1 Strengthening Management Skills Using WBT	227
Raymond Karsan Associates	228
Analysis and Design	229
Tour of RKA Management Results User Benefits	235 246
osci benenis	240
12 Introducing New Work Processes Using WBT	247
Global Air	249
Analysis and Design	250
Tour of the Nexus Training	257
Return on Investment	268
Appendix A: Model Request for Proposal	269
Appendix B: Sample Vendor Proposal	273
Appendix C: Model PowerPoint Presentation	286
Appendix D: Cost-Benefit Worksheets	- 312
Appendix E: Training and Multimedia Associations	317
Appendix F: Internet Resources for Trainers	319
Appendix G: Samples of Web-Based Training	321
Appendix H: Sample Design Document	322
Appendix I: Sample Script	337
Glossary	345
Bibliography	367
Index	369
About the Authors	305

₹\$; • }