

## Chapter 17

# eLearning for Industry: A Case Study of the Project Management Process

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### EXECUTIVE SUMMARY

*This chapter presents a case study of the project planning and management processes—originally employed at a university instructional development center—now utilized in an evolved format at LearnSomething, A Xerox Company (LS). The authors focus upon the overall course development process, which includes the following three matters: project organizational structure, project management processes, the role of corporate culture in the company's work and its effect on staff. In addition, the authors describe the challenges and pitfalls encountered in simultaneously managing multiple eLearning projects along with lessons learned. The authors' prime intent is to describe in detailed case study format how eLearning projects are successfully managed and completed at LearnSomething. The writers describe effective project management procedures and strategies, which LS has utilized in successfully planning, designing, developing, evaluating, and delivering multiple eLearning courses for the food and pharmaceutical industries.*

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## ORGANIZATIONAL BACKGROUND

LearnSomething, A Xerox Company (LS) provides eLearning solutions and consumer education for the food, drug and healthcare industries. LearnSomething's mission is to improve lives through technology delivered education. Generating over \$10,000,000 in revenue in 2011, LS was originally founded in 1999 by four individuals who obtained investment capital to build the corporation. In 2004, the Board of Directors hired an experienced business and financial expert who restructured the corporation. At present, LearnSomething has fifty persons on staff, thirty offshore employees, and about ten outsource contractors. The fifty staff persons work at the company headquarters in Tallahassee, Florida. The majority of thirty offshore employees and the outsource contractors are based in India.

LS has a strong record of delivering eLearning solutions to a variety of clients. LearnSomething has provided eLearning courses to numerous supermarket and pharmacy chains, pharmacy departments and independent pharmacies, health care companies, and thousands of retail stores. Over two million persons have completed eLearning courses which LearnSomething developed. A representative list of some past projects LS has developed and delivered is provided in Table 1.

*Table 1. Examples of eLearning project developed by LearnSomething*

| Projects   | Course Titles   |
|--|---|
| National Pharmacists Association                     | Travel Medicine Advanced Competency Training                    |
| National Pharmacists Association                     | Safe Handling of Hazardous Drugs                                |
| Regional Pharmacy Chain                              | Pharmacy Technicians in the Workplace                           |
| International Pharmaceutical Manufacturing Companies | A series of 25 course, and counting, DrugAdvisor™ series        |
| Regional Pharmacy Chain                              | Risk Training: Loss Prevention Awareness and Workplace Violence |
| National Grocery Chain                               | OSHA: Hazard Communications                                     |
| National Beer Company                                | Basic and Intermediate Beer                                     |
| Major Publishing Company                             | HIPAA Privacy & Security  |
| Regional Grocery/Pharmacy Chain                      | Pharmacist Counseling: Oral Oncology                            |
| Canadian Pharmacy Chain                              | Naturopathy   |
| Major University                                     | Digital Marketing   |
| National Grocery Chain                               | Preventing Workplace Harassment                                 |

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