

## **Trends and Issues of e-Learning Curriculum for Human Resources Development in the Corporate Context**

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The purpose of this study was to analyze majors trends and issues of e-Learning curriculum for human resource development in the corporate context. The e-Learning curriculum was chosen as the subject of research consists of 2,710 lectures that were given from 2007 to July 2009 for the recent three years by providing at Ministry of Labor and Korea Research Institute for Vocational Education & Training. In order to investigate trends and issues, it was employed theme analysis which is one of the types of document analysis that approach a qualitative research methodology. As a result of this research, 7 major trends and issues in e-Learning curriculum for HRD in the field of corporate education were drawn; ① Strengthening expertise through learning of job related professional knowledge, ② Cultivation of common & essential knowledge for a job to increase work performance efficiency ③ Organizational management strategy for improving performance, ④ Organizational management and operational strategy for actively responding to environmental changes, ⑤ Leadership as a strategy for cultivating core personnel and field-centered practical leadership. ⑥ Creating a happy workplace through the work-life balance, ⑦ Strengthening global communication skill. Based on these analysis, practicals and theoretical implications of e-Learning professionals and HR researchers for HRD were suggested.

*Keywords : e-Learning, Human Resource Development(HRD), expertise, performance practical leadership, organizational culture*

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## Introduction

With changes in the business environment ongoing, the rapid speed seems to make business management less predictable and its risk increased, and thus to take a speedy adoption or to take creative initiative of enterprises could guarantee the corporate sustainability. In order to predict and take a measure in terms of managing business changes, the significance level on humans resource development, one of the business strategies has been much more raised than before, since human capital is directly linked with business competitiveness, producing efficient performance management and heightening benefits. Accordingly utilizing e-learning into corporate education, as a method of training and development practices, has been focused.

In so far as e-learning concerned, the most working benefits in utilizing e-learning is saving the opportunity cost of training by reducing training time as well as access time, compared to face-to-face, conventional training. Furthermore, e-learning could prevent from lowering product loss due to trainees' absenteeism (Rha & Kim, 2006; Lee, 2003). Considering characteristics of e-learning such as expanded learning opportunity, learning in need, efficiency and effectiveness, its economic feasibility, the low-cost and high effectiveness of e-learning means as more than an alternative of corporate education and realizes as the core energy for corporate competitiveness (MKE, KICE, & KAOCWE, 2006). As an indicator of the world trend of e-learning, an international conference like ASTD (American Society for Training and Development) hard outlines e-learning as a critical strategy for survival.

According to MIKE(2009), actual adoption of e-learning into corporate education, it covers from 41.8% in the year of 2006, 50.0% in 2007 up to 56.9% in 2008 and it appears in a abrupt, steady increase. It is expected that e-learning market share covers 10% overall increase in growth and marking 2 trillion in 2010, predicting to draw a clear picture of strong utilization of

e-learning.

While the significance of e-learning for HRD in a corporate context has been increased, the main stream of research has yet to provide practical and academic insights of trends and issues focusing on what competency in human resource need to be suggested, and what kind of e-learning need to be designed and developed. This is partly because of corporate cultural tendency that e-learning has been developed under the strictly unrevealed strategy of the corporate own, and partly because of HRD features which has exclusively developed its own program in need without comparing or reviewing available e-learning contents designed by other business parts.

In this study, it aims to collect and analyze the available, existing HRD e-learning curriculum designed and developed in Korea. The analysis of current trends and issues on e-learning curriculum expects to provide meaningful knowledge both to top and line managers, HRD experts in some organizations, program developers, and instructional designers, and practical implications to researchers from HRD and e-learning designers in particular.

## **Theoretical Background**

### **The Role of e-Learning for HRD in the Corporate Education**

The educational use of e-Learning for the corporate HRD signifies that e-Learning is playing an important role in improving the organizational performance and competitiveness. e-Learning is becoming a corporate HRD tool for improving the organizational performance by allowing the learners to simultaneously carry out their work and learning without the restriction of time and space. In fact, it is being considered that the return on investment for e-Learning is high overall, as revealed by the fact that 76.2% of the companies

that implemented e-Learning experienced job capability improvement, 54.5% reduced the training and development costs, 23.2% obtained the personnel basis information and 22.3% experienced the employee morale boost.

The reasons for implementing e-Learning for the corporate HRD are as follow.

First, it is in the endless change of the corporate management environment. For a company to increase its adaptability and competitiveness in a changing environment, a change needs to occur in its overall system from the organization and work to process, technology and product. What needs to continually take place accordingly is HRD, the ultimate subject in charge of this, and e-Learning is the system for efficiently providing support at the right time.

Second, the educational needs of the employees are also becoming diverse, just as the corporate management environment is changing. From the standpoint of the employees, they also need the effort to enhance their competency in a timely manner in order to appropriately respond and adapt to changes in the environment. For companies, the implementation of e-Learning, which offers the benefit of low-cost & high-efficiency learning effect, is becoming inevitable to accommodate the various educational needs of their employees.

Lastly, it is in the diversity and convenience of e-Learning teaching & learning environment. e-Learning can provide an education environment similar to the offline education, as well as the necessary work related knowledge and information according to the levels of learners through various personalized education. In recent, a concept of 'working and learning' has even appeared, instead of e-Learning, for carrying out one's work at anytime, anywhere in the 'field' context through the ubiquitous-based learning environment.

the role of e-Learning for the corporate HRD will be further emphasized. Thus, in future discussions of e-Learning for the corporate HRD, the aspect of strategic use of e-Learning for enhancing individual competencies and maximizing the organization performance will be emphasized more so than the discussions on whether or not e-Learning should be implemented.

## The Present Condition of e-Learning Implementation for the Corporate HRD

The implementation of e-Learning for enhancing the organization performance through the improvement of the expertise of the employees is in a continuing growth trend as an important training and development measure in the aspect of the cost, learning efficiency and effectiveness. If the use of e-Learning in the past was in providing the learning contents that are commonly applicable to various employees, it is now in providing personalized or various levels of curriculum that corresponds to the learning objectives of the companies and the learners can even cultivate expertise. This has resulted from the fact that the companies have accepted the various demands of their employees and the initial investment costs have been lowered through the technological advancement of e-Learning. Some particular companies are now decreasing the percentage of its offline learning and extensively increasing the percentage of its online-type e-Learning.

According to a research on the level of use of e-Learning conducted by Korea Institute for Electronic Commerce (2009), the percentage of the companies with over 500 employees increased by 7.1% from 54.9% in 2006 to 62% in 2008 with a high percentage of over 50% of use of e-Learning. The percentage of using e-Learning by companies with 300 to 499 employees also increased rapidly, as the percentage of 25.4% in 2006 increased to 46.3% in 2008, which is an increase by about 1.8 times. The companies that showed the highest increase in the percentage of using e-Learning were the companies with 50 to 99 employees, as the percentage of only 10.1% in 2006 rapidly increased by 2.2 times to 22.1% in 2008. Meanwhile, it was revealed that the percentage of use for the companies with less than 50 employees was very insignificant of about 10%. Consequently, it was revealed that the percentage of use of e-Learning was high in large companies and relatively low in small companies, which signifies the needs for various policy level supports for small companies such as the support

Table. Changes in e-Learning usage percentage according to company size

Size	2006	2007	2008
less than 9 persons	2.1	2.3	2.3
10-49 persons	8.9	11.2	11.9
50-99 persons	10.1	22.0	22.1
100-299 persons	21.9	35.5	36.0
300-499 persons	25.4	45.9	46.3
more than 500 persons	54.9	59.0	62.0

for e-Learning training and development costs, system support and infrastructure development.

## Research Methods

### Subject of Research

At the increase in awareness that HRD equals the national competitiveness, the government has been providing support for training and development cost for people preparing for employment, the unemployed and the employed by classifying the Internet communication training as a type of job training for which An act of Employment Insurance is applied. Accordingly, the government has been examining the relevancy of e-Learning contents since 2003 through its contract with KRIVET(Korea Research Institute for Vocational Education & Training) for the e-Learning training and development cost supports for the corporate HRD. It has been implementing a system of conducting training for companies and individuals using the e-Learning contents passed and approved by KRIVET and reimbursing the training costs for those who completed the training.

In this sense, the information used by KRIVET for its e-Learning contents

examination were chosen as the subject of research in this study upon the realization that they are the learning contents that are required by companies, people preparing for employment, the unemployed and the employed. The e-Learning curriculum chosen as the subject of research consists of 2,710 lectures that were given from 2007 to July 2009 for the recent three years. The reason for choosing the information that were used in the recent three years is based on the thinking that it would not be much meaningful to analyze the information that are older than three years since the information that are applied for the corporate HRD change rapidly according to the social and management environment. In addition, the decision was based on the consensus of the research participants that analyzing the e-Learning curriculum developed in the recent three years would be sufficient in understanding the trend of e-Learning for HRD.

### Trend Analysis Method of a Corporate e-Learning Curriculum

A trend in a certain area indicates a current of particular phenomenon being generalized or dominant, and the trend analysis is frequently used in forecasting the population or understanding business plan, strategy & plan, consumer behaviors or political current. Therefore, analyzing the trend in the area of corporate e-Learning is an essential task in the area of HRD that promotes the individual and organizational advancement through learning, performance and change.

The e-Learning curriculum information obtained from KRIVET were analyzed using the thematic analysis method, which is an analysis method of deducing the common theme in the analysis content or themes that are considered important by the researcher and classifying them into several levels of related themes.

The e-Learning curriculum thematic analysis process of this study is as follows. First of all, the theme classification of e-Learning curriculum was conducted. The theme classification was conducted through the three-phase expert deliberation

process because of the differences that exist from different personal view points of researchers. The first phase classification task was carried out and finalized through the collaboration among the researcher and three other graduate course students. In the second phase classification, a re-classification task was carried out based on the classified themes through the collaboration among those who participated in the first-phase classification and one additional person who holds a doctoral degree in Educational Technology. The third phase classification task was carried out to revise, supplement and finalize the themes through the collaboration among those who participated in the first and second phase of classification and one additional person who holds a doctoral degree in Education Technology.

### **Major Trends and Issues of e-Learning Curriculum for the Corporate HRD**

**Strengthening expertise through learning of job related professional knowledge**

The contents for learning job related professional knowledge took up the majority of the e-Learning curriculum for the corporate HRD. The professional knowledge in one's area is an essential element for not only increasing the performance of the organization but also developing the expertise of individuals. A systematic establishment of professional knowledge and skills in one's corresponding area is required to yield high-level performances by solving the issues in the corresponding area. Especially, the trend is that specialization of particular areas is accelerating at the appearance of knowledge-based society and the diversification and segmentation of jobs and responsibilities. Accordingly, companies are putting in forth various efforts for job related professional HRD



since identifying and hiring talented people that are equipped with professional knowledge is directly related to the performance of the company in the knowledge-based society. It was accordingly revealed that the areas that highly emphasized professional knowledge and skills were the job areas that need to sensitively react and respond to the changes in the economic market, social demands and technologies.

The area that is significantly influenced by the changes in the economic market was the area of finance and insurance in which the emphasis of professional knowledge was the most prominent. In the case of the area of finance and insurance, it can be said that it is an area in which the related information and knowledge change on a daily basis such as the world stock market, financial transactions and the appearance of new types of insurances. The companies in this area developed e-Learning contents on the international finance market, financial marketing, real estate tax, indirect investment sales curriculum, bonds management, etc.

In regards to the changes in social demands, they were revealed most prominently in the area of service (hospitality) industry, which is an area closely related to many professional jobs and where the social demands are continually reflected because of the segmentation of professional jobs. For example, the e-Learning curriculum for cultivating professional knowledge and skills of very diverse areas was developed such as asset management, the civil law related knowledge, customer response strategy, successful consultant competency development, sales skill development for the sales staff, nursery teacher competency development, skin care expert development course, art & music therapy, etc.

The area that further emphasized the professional knowledge and skills related to the changes in technologies was the area of information and communication. The changes of knowledge and skills in this area are occurring at the speed of light. For example, the e-Learning curriculum for obtaining professional knowledge

was developed such as IT management expert course, information transmission engineering, information communication system, network development & computer security, ASP.NET Framework technology, PL/SQL programming course, etc.

It was revealed through such result that the companies showed a strong tendency of seeking to enhance the competencies of their human resources by developing e-Learning curriculum that incorporated necessary job related professional knowledge for training the employees.

### Cultivation of common & essential knowledge for a job to increase work performance efficiency

For effective performance, companies needs from their human resources the competencies for more efficiently and systematically performing their work. The needs of companies were directly reflected in the e-Learning curriculum. Namely, it was revealed that the main trendy of the e-Learning was obtaining common & **essential knowledge for a job to increase** the work performance efficiency.

The contents related to common & **essential** knowledge refer to the knowledge and skills commonly required in any job regardless of the company type or job area. The effort has been continually made since past to strengthen the common work competency that the employees need to be basically equipped with for the assurance of performance consistency and improvement.

In regards to the corporate e-Learning curriculum for cultivating the common & **essential knowledge for a job**, OA (Office Automation), communication skill improvement, efficient work process management and creative problem-solving took up most of the percentage.

OA (Office Automation) is a curriculum for increasing the work performance efficiency by seeking the automation of work by developing the ability to use a computer and Word, Excel, Power Point, Access and Outlook formed the majority.

The improvement of communication skill included the learning content for realizing work efficiency or personal networking development by improving the communication skill between the superior and subordinate or among the team members.

The efficient work process management included the contents on project and time management method, skill for taking notes, etc. In addition, the curriculum related to strategic thinking method and problem-solving skill formed the majority in the creative problem-solving.

the common & **essential knowledge for a job to increase** is an important learning content also in the sense of personal development of employees, as well as something that is required by companies. Accordingly, it is a basic and must learning content for individuals for them to grow into the core personnel.

### Organizational management strategy for improving performance

The main goal of a company is to improve performance and create results, and companies have been operating through various methods in order to accomplish this goal. In the trend of the e-Learning curriculum on the organizational management strategy for improving performance, strategy planning, performance-oriented management and goal-oriented management were identified. From the standpoint of organizational management for increasing the performance in this area, it showed a disposition that the middle management was being developed as the main subject of learning. The detail of the tendency is as follows.

First, it is an emphasis of the e-Learning curriculum related to strategy planning. The curriculum related to innovation & forecast formed the majority in the curriculum related to strategy planning, and the number of the e-Learning curriculum on strategy planning increased for three years from 2007 to 2009. The contents of the e-Learning curriculum included the development of logical thinking that becomes the basis of consideration, strategy for coming up with

innovative ideas on problem forecasting and solving, etc.

Second, it is an increase of the e-Learning curriculum related to performance management. The e-Learning curricula related to performance management are classified into the general performance management and managerial marketing. The e-Learning curricula on the general performance management were mainly on the knowledge and skill contents for improving the performance through customer satisfaction, and the e-Learning curricula on the managerial marketing were on the contents for brand value marketing, field marketing practical work, etc.

Third, it is an appearance of the e-Learning curriculum on the goal-oriented management strategy and this refers to strategically managing a company centering on the contents emphasized by the government and the corporate ethics. This includes the green management for the low-carbon emission according to the government policy of creating new growth engines through green technology and clean energy and the supply of the e-Learning curriculum related to the corporate work environment and safety improvement. In addition, the curriculum on ethical management using the corporate brand is surfacing. This included the e-Learning curriculum that emphasizes that the management ethics are a basic element for gaining the trust from customers and continually advancing by preventing any decrease of loyalty and trust of the employees due to the moral laxity of the top executive management.

### **Organizational management and operational strategy for actively responding to environmental changes**

Another trend in the e-Learning curriculum for the corporate HRD is in regards learning the organizational management and operational strategy for the employees to actively respond to environmental changes. Obtaining the knowledge on organizational management and operation is essential in managing and cultivating competent personnel at the present time in which technologies and

environment are changing rapidly. The trend of the related e-Learning curriculum is as follows.

First, it is an appearance of the e-Learning curriculum for learning the strategy for making the vision of the organization and individuals consistent for strengthening the organizational competency. In the development of the e-Learning curriculum for making the vision of the organization and individuals consistent, it showed a tendency of being used as a strategy for maintaining the core personnel of the company. Since the effort to accomplish the goal of individuals is the effort to accomplish the goal of the company, each individual will end up taking on their work actively and pleasantly based on sense of responsibility. This is a reflection of the effort by the company to inspire sense of duty for the company, as well as efficiently and effectively improve performance and yield results, by clarifying the vision of individuals and incorporating the vision of the company into that of individuals.

Second, it is an emphasis of innovating the corporate culture. As the speed of information being produced became fast which led to the result of the corporate task of adapting to such speed, companies began emphasizing the innovation of the corporate culture as a plan to cultivate their employees into competent personnel that can nimbly respond to such current of time. The study result revealed that the e-Learning curricula that were emphasized and considered important were the curricula that dealt with the contents such as the analysis of 'resistance factors' and response strategy according to factors, cultivation of competent personnel that can respond to and overcome crisis, the innovation strategy based on the organizational strengths, etc.

Third, it is a content related to improving the organizational culture according to the changes of employees. Many e-Learning curricula were developed on innovating the corporate culture, as the needs for responding to the changes in the employee composition was emphasized as a result of the sudden increase of the companies that have employees from various generations, nationalities and

backgrounds. Especially in the case of small and medium size companies, they sought to improve their corporate culture by using the e-Learning curriculum that dealt (deals?) with the contents on multi-cultural education and multi-generational leadership to allow their employees to overcome the generational and cultural gaps.

Fourth, it is an emphasis of strict security of the corporate and individual information. A sense of fear for safety is increasing all around the world even when the government level personal privacy policy is being prepared. The effort by companies to prevent information leakage and loss for the strict security of corporate and personal information had an effect also in establishing e-Learning curriculum. It revealed an increase in the number of the e-Learning curriculum that dealt with the learning contents on the easy-to-understand network development and computer security, information security for job related decision-making and prevention of damage from the loss of personal and corporate information.

### **Leadership as a strategy for cultivating core personnel and field-centered practical leadership**

leadership is a must, core competency for every constituent from the top management to each employee. It was found that the companies are emphasizing leadership as a strategy for cultivating their core personnel and field-centered practical leadership for the HRD. The detail of this is as follows.

First of all, it is a leadership as a strategy for cultivating core personnel. It is a reflection on the intent of the companies to actively cultivate leaders from the standpoint of considering the core personnel as people who are cultivated and developed rather than selected. The majority of the e-Learning curricula on this trend were on the contents for cultivating core personnel with excellent human power. The contents that formed the majority were the contents for learning the

leaderships of famous historic leaders such as Admiral Sun-Shin Yi and CEO Kun-Hee Lee, the basic characteristics and types of leadership, development of leadership that is appropriate to each employee and the contents related to the strategic human resource management. It can be said that this is a recent trend that occurred, as the traditional function of HR department of managing and cultivating the hiring, maintaining and managing competent personnel quickly surfaced for the role of leader.

Next, it is an emphasis of field-centered practical leadership. It was confirmed that the needs for a leadership that can be immediately used in the field instead of abstract and macro leadership was being emphasized in the field. Accordingly, it was revealed that many companies were seeking to cultivate practical leaders who can immediately utilize in the field by training through their e-Learning curriculum for the leaderships that are appropriate to the status and situation of the employees rather than the somewhat abstract and general leadership for the top executive management and the middle management.

### **Creating a happy workplace through the work-life balance**

One of the recent trends in the e-Learning curriculum for the corporate HRD that is worth noting is creating a happy workplace through the work-life balance. At the recent change of the viewpoint on HRD from a short-term viewpoint to a long-term viewpoint, the companies that used to emphasize and place the highest priority in the performance and efficiency are now changing into the companies that respect the individual values of the employees and pursue balance and harmony. Namely, the company has recently begun taking interest on the work-life balance and personal growth that were neglected in the past. In addition, the companies began developing through their e-Learning curriculum the contents that need to be strategically taught for the work-life balance of the employees, as the boundary between the work and life became vague. The detail

of this is as follows.

First, it is a strategy for maintaining health of the employees. They are pointing out ‘attitude’, ‘the body’ and ‘sacrifice’ as the three things that need to be strategically managed for the work-life harmony. Especially, the interest on the body (health) is significantly increasing in the work environment for the corporate HRD and work efficiency.

Second, the interest not only on the physical health but also on the mental health is increasing continuously. An effective stress management is also one of the important elements for the work-life balance. Many e-Learning curricula on effective stress management have been developed recently, which is the result of a reflection of the companies' intent to manage stress for their human resources for improving performance and yielding results. The fact that the lectures that dealt with the contents on being successful both at work and in life were also reviewed is the result of reflecting such trend.

### **Strengthening global communication skill**

The last trend of the e-Learning curriculum for the corporate HRD is the strengthening of global communication skill. The demand for competent personnel equipped with foreign language skill is no longer a new demand upon the arrival of the global age. It was found that the concept of global communication competency was changing in the actual corporate environment. There was an increasing demand for the curriculum on English and the second language that can be actually utilized in the field. The detail of this is as follows.

First of all, it is the strengthening of English skill that can be immediately utilized in the work field. In the case of English, the everyday conversation English or English writing that is commonly dealt with in language institutes is no longer an object of interest by companies. This should be understood and considered as something that is closer to the basic knowledge. In recent,



companies have been demanding English skill directly related to work and business rather than general English skill. The e-Learning curricula on the e-mail English, practical phone conversation English for the personnel involved in trade and English documentation skill (contract development skill) are receiving attention. It can be said that these are the curricula that can be directly used in the field.

Next, it is an emphasis of second language related e-Learning. It was found that companies are actively seeking to cultivate their competent personnel with foreign language skill by teaching the foreign languages that are closely related to our companies such as Japanese, Chinese and Vietnamese through e-Learning curriculum. What needs to be paid attention to is the fact that the focus of the second language is on strengthening the skill that can be actually used in the work field instead of a simple speaking level language.

## **Discussion & Conclusion**

The e-Learning curricula that have been examined by KRIVET for the past three years were analyzed for the trend of e-Learning curriculum for the corporate HRD. The research result revealed seven types of trends. The detailed discussions of them are as follow.

First, it appears that the e-Learning curriculum related to professional knowledge for a job will continue to have its effect as an important element for cultivating competent personnel of companies. The meaning of professionalism is being applied extensively, as jobs are becoming diverse and specialized at the appearance of the knowledge-based society. Among those who are working in various jobs, over 50% of them say that their job is professional job that requires professional knowledge and skills. In addition, the development of individual and organizational expertise will become an area of continuing interest from the

corporate level in the sense that the competency related to professional knowledge is one of the seven core competencies the domestic companies are demanding (KCCI, 2008).

Second, it appears that the e-Learning curriculum on the basic and common work related knowledge for efficiently supporting the work performance will continue to be highly emphasized in future regardless of the changes of the time. Obtaining the common work and essential knowledge within the organization is rooted in the philosophy that the advancement of individuals contributes to the growth of the organization. If competent personnel were cultivated by training individuals to accomplish the goal of organization in the past, the education for extensively satisfying the needs of the organization and individuals is occurring in recent and, furthermore, it is changing into the education that places higher priority on satisfying the needs of individuals. It was found through the research result that companies were striving to provide learning opportunities for the e-Learning curriculum that dealt with the contents that are commonly needed for individuals to efficiently handle their work and the company to improve its performance.

Third, the e-Learning curriculum on the organizational management for improving performance is expected to become important contents required by most companies. The 'emphasis of learning as a management strategy' was one of them also in the trend analysis of the world corporate education. In 2008, Bersin company analyzes over 800 experts and 60 best practices to deduce the core elements that have the biggest influences on the management performance, and the learning integrated with performance management revealed to be one of the core elements. It appears that the learning for organizational management will be actively utilized as a strategy for developing not only the expertise of individual employees but also the expertise of the organization.

Fourth, the e-Learning curriculum from the ecological standpoint needs to be developed by going beyond the management level for the knowledge on

organizational management and operation. This means that the organization will survive only when it responds and changes sensitively to the environmental changes. Especially in the case of the domestic companies, it appears that they are not recognizing the needs for such changes despite the phenomenon of the coexistence of multi-generations and multi-national employees becoming commonplace. Unfortunately, many companies seem to only focus on the hiring and cultivation while emphasizing that competent personnel are the future. It should not be overlooked that the performance can be maximized only through the organic cooperation and harmony among the employees. Company needs to make continuous efforts to improve performance and create better results by recognizing the demographical change as a predictable variable and transferring knowledge through the inter-generational harmony.

Fifth, it appears that the e-Learning curriculum for strengthening the field-centered practical leadership competency will be further needed. The era of a leader leading the organization only through charisma has now passed. The leadership competency of encouraging the team members in the field, understanding the customer's needs and creating the results is being needed. This means that the competitiveness of company enhances accordingly. It needs to be realized that the present time requires leadership in the field rather than leading from the desk. Accordingly, the demand for the e-Learning curriculum will further arise for developing the field-centered practical leadership competency.

Sixth, the e-Learning curriculum for the strategy to improve the corporate work environment in which the boundary between work and life is disappearing needs to be further developed. Creating a happy workplace is closely related to not only the work efficiency but also improving performance and creating results. Considering the fact that the most formidable enemy of modern people is stress, there is a need to emphasize the importance of managing one's physical and mental health from the corporate level. The development of the curriculum for a new insight on life by ruminating the meaning of life and the current work by

the employees is very important.

Lastly, it is clear that the e-Learning curriculum for developing global communication skill is an issue that will be more actively discussed in the era of 'decreasing' global village. Drucker (2001) once mentioned the ability of globalization as one of the basic abilities of future knowledge worker. In addition, the fact that one of the major key words of the competency required from the core personnel by the top 100 domestic companies is foreign language skill (KCCI, 2008) is not a surprising fact. As if having reflected such social change, the area of foreign language took up the highest percentage in the area of e-Learning preference, which was found from a research conducted for two years in 2007 and 2008 by KIEC for 7,678 corporate employees (KIEC, 2006, 2007). In the recent few years, the importance of foreign language skill has been emphasized and the importance of e-Learning curriculum for this is also expected to be continually emphasized.

The limitation of this study is the fact that the level of importance of the frequency and importance of each trend has not been reflected due to the fact that the analysis was conducted through thematic analysis method centering on e-Learning curriculum and the limitations in the approach and analysis of e-Learning curricula that are being conducted in companies. Despite such limitation, the meaning of this study is in the fact that it provided the information for understanding the latest issues and trends of e-Learning curriculum by the corporate e-Learning contents designers and developers and the personnel in charge of the corporate HRD by analyzing the current of the corporate HRD centering on the e-Learning curricula examined and evaluated from the government level for the recent three years and the issues that have newly surfaced.

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