



Course Analysis Report

Leadership: Decisiveness Course

Course Manager:

BNH Director

Prepared by:

BNH Director

Date:

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Currency:

US Dollar

Generates a comprehensive business case report to support recommendations. Includes Learning Objectives and Lessons for a specific course, as well as requirements, assumptions, media analysis, development time analysis, cost analysis and reasoning behind recommendations.

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Course Analysis

General	
Course Title	Leadership: Decisiveness Course
Reference Code	L01
Expected Life of Course [years]	5
Course Start Date	05/17/2017
Course Start-up Costs [Year]	Course Start-up Date
Client	ABC Corp
Course Manager	Director BNH
Criterion for Combining Data	Lowest Common Denominator
Estimate Number of Trainees in	Years
Link to	Job
Sequence	5900

Target Audience

Online Managers

Trainees per Year

Trainees Per Year	
Year	Number Of Trainees
2017	100
2018	75
2019	50
2020	50
2021	50

Learning Objectives

100 Decisiveness Overview

Goal	
Learning Objective	Decisiveness Overview
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Fact
Knowledge/Skill Level	Skilled
Group	1
Sequence	100

200 Describe key elements of a goal

Goal	
Learning Objective	Describe key elements of a goal
Reference Code	
Length [hours]	1.00

Learning Outcome	Knowledge
Classification	Fact
Knowledge/Skill Level	Skilled
Group	1
Sequence	200

300 Validate the viability of goals

Goal	
Learning Objective	Validate the viability of goals
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	300

400 Write clear and concise goals

Goal	
Learning Objective	Write clear and concise goals
Reference Code	
Length [hours]	1.50
Learning Outcome	Knowledge
Classification	Discrimination
Knowledge/Skill Level	Skilled
Group	1
Sequence	400

500 Implement incentive system

Goal	
Learning Objective	Implement incentive system
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	500

600 Measure employees' engagement

Goal	
Learning Objective	Measure employees engagement
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled

Group	1
Sequence	600

700 Write clear and concise core values

Goal	
Learning Objective	Write clear and concise core values
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	700

800 Communicate importance of core values

Goal	
Learning Objective	Communicate importance of core values
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	800

900 Select appropriate venue for prioritizing goals

Goal	
Learning Objective	Select appropriate venue for prioritizing goals
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	900

1000 Prioritize goals

Goal	
Learning Objective	Prioritize goals
Reference Code	
Length [hours]	1.00
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	1000

1100 Implement design

Goal	
Learning Objective	Implement design
Reference Code	
Length [hours]	0.50
Learning Outcome	Knowledge
Classification	Rule
Knowledge/Skill Level	Skilled
Group	1
Sequence	1100

1200 Describe various implementation procedures

Goal	
Learning Objective	Describe various implementation procedures
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Fact
Knowledge/Skill Level	Skilled
Group	1
Sequence	1200

1300 Select appropriate implementation procedure

Goal	
Learning Objective	Select appropriate implementation procedure
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	1300

1400 Implement procedures

Goal	
Learning Objective	Implement procedures
Reference Code	
Length [hours]	0.50
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	1400

1500 Describe key steps in project management

Goal	
Learning Objective	Describe key steps in project management
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Fact
Knowledge/Skill Level	Skilled
Group	1
Sequence	1500

1600 Develop project management plan

Goal	
Learning Objective	Develop project management plan
Reference Code	
Length [hours]	0.50
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	1600

1700 Monitor progress

Goal	
Learning Objective	Monitor progress
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	1700

1800 Describe various conflict resolution procedures

Goal	
Learning Objective	Describe various conflict resolution procedures
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Fact
Knowledge/Skill Level	Skilled
Group	1
Sequence	1800

1900 Select appropriate procedures

Goal	
Learning Objective	Select appropriate procedures
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	1900

2000 Implement conflict resolution procedures

Goal	
Learning Objective	Implement conflict resolution procedures
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	2000

2100 Validate outcomes

Goal	
Learning Objective	Validate outcomes
Reference Code	
Length [hours]	0.25
Learning Outcome	Knowledge
Classification	Procedure
Knowledge/Skill Level	Skilled
Group	1
Sequence	2100

Lessons

Lesson 1

Attributes	
Title	Lesson 1
Current Length [hrs]	2.0
Proposed Length [hrs]	1.4
Sequence	100

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Decisiveness Overview	100	ILT	1.0	CBT	0.7
Describe key elements of a goal	200	ILT	1.0	CBT	0.7

Lesson 2

Attributes	
Title	Lesson 2
Current Length [hrs]	2.5
Proposed Length [hrs]	1.75
Sequence	200

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Validate the viability of goals	100	ILT	1.0	CBT	0.7
Write clear and concise goals	200	ILT	1.5	CBT	1.05

Lesson 3

Attributes	
Title	Lesson 3
Current Length [hrs]	2.0
Proposed Length [hrs]	1.4
Sequence	300

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Implement incentive system	100	ILT	1.0	CBT	0.7
Measure employees engagement	200	ILT	1.0	CBT	0.7

Lesson 4

Attributes	
Title	Lesson 4
Current Length [hrs]	2.0
Proposed Length [hrs]	1.4
Sequence	400

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Write clear and concise core values	100	ILT	1.0	CBT	0.7
Communicate importance of core values	200	ILT	1.0	CBT	0.7

Lesson 5

Attributes	
Title	Lesson 5
Current Length [hrs]	2.0
Proposed Length [hrs]	1.4
Sequence	500

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Select appropriate venue for prioritizing goals	100	ILT	1.0	CBT	0.7
Prioritize goals	200	ILT	1.0	CBT	0.7

Lesson 6

Attributes	
Title	Lesson 6
Current Length [hrs]	2.0
Proposed Length [hrs]	1.4
Sequence	600

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Implement design	100	ILT	0.5	CBT	0.35
Monitor progress	200	ILT	0.25	CBT	0.175
Describe various implementation procedures	300	ILT	0.25	CBT	0.175
Select appropriate implementation procedure	400	ILT	0.25	CBT	0.175
Implement procedures	500	ILT	0.5	CBT	0.35
Describe key steps in project management	600	ILT	0.25	CBT	0.175

Lesson 7

Attributes	
Title	Lesson 7
Current Length [hrs]	1.5
Proposed Length [hrs]	1.05
Sequence	700

Teaching Points					
Learning Objective	Sequence	Current Delivery	Current Length [hrs]	Proposed Delivery	Proposed Length [hrs]
Develop project management plan	100	ILT	0.5	CBT	0.35
Describe various conflict resolution procedures	200	ILT	0.25	CBT	0.175
Select appropriate procedures	300	ILT	0.25	CBT	0.175
Implement conflict resolution procedures	400	ILT	0.25	CBT	0.175
Validate outcomes	500	ILT	0.25	CBT	0.175

Knowledge Module

Media Analysis

Requirements: Knowledge

Content	
Template	Knowledge Procedures
Training Level	Competency
Trainees Work in Team	No
Complexity of Learning Objectives	Medium
Complexity of Material	Medium

Display	
Drawings/Diagrams	Required
Still Images	Required
Animation	Not required
Voice/Audio	Desired
Video	Not required
Tactile Cues	
Kinesthetic Cues	
Equipment Display Fidelity	
Equipment Control Fidelity	
Equipment Hardware Fidelity	
Equipment System Fidelity	
Equipment Motion Fidelity	
Equipment Audio Fidelity	
Equipment Visual Fidelity	

Design	
Instructional Strategies	Medium
Desired Creativity	Medium
Frequency of Interactivity	High
Location Awareness	
Field Observations	

Activity	
Guided Discussions	Desired
Role Play	Not required
Teaming Exercises	Not required
Environment Simulation	Not applicable
Fine Motor Activities	
Gross Motor Activities	
Tracking Response	
Object Manipulation	
Continuous Input Activities	

Environment	
Physical Motion	
Acceleration Fidelity	
Vibration Fidelity	
Pitch/Roll Fidelity	
Processor in Equipment	
Connection to External Devices	

Safety	
Personal Safety	Not applicable
Safety of Others	Not applicable
Environmental Safety	Not applicable
Equipment/Data Integrity	Not applicable

Evaluation	
Testing Requirement	Skill/knowledge test
Complexity of Questions	Medium
Complexity of Response Analysis	Low

Rating Result: Knowledge

Delivery Options	Rating without Supplements	Supplement	Rating with Supplements	Development Hours per Hour of Training
Level 3 eLearning	98		98	183
Instructor with Equipment	97		97	69
Instructor-led (Computer Lab)	97		97	69
Instructor-led (On-location)	94		94	69
Instructor-led (Classroom)	94		94	69
Internet Virtual Classroom	93		93	81
Level 1 - Desktop Trainer	0		0	0
Level 4 - Full Task Trainer	0		0	0
Level 1 eLearning	0		0	0
Level 3 - Full Task Trainer	0		0	0
Level 2 - Part Task Trainer	0		0	0
Level 2 eLearning	0		0	0

Reasons for reducing the effectiveness of the following methods:	
Level 3 eLearning	
Guided Discussions	Desired
Instructor with Equipment	
Type of Data Collected	Combination of the above

Instructor-led (Computer Lab)	
Type of Data Collected	Combination of the above
Instructor-led (On-location)	
Type of Data Collected	Combination of the above
Frequency of Interactivity	High
Instructor-led (Classroom)	
Type of Data Collected	Combination of the above
Frequency of Interactivity	High
Internet Virtual Classroom	
Type of Data Collected	Combination of the above
Testing Requirement	Skill/knowledge test
Frequency of Interactivity	High
Level 1 - Desktop Trainer	
Learning Outcome	Knowledge
Level 4 - Full Task Trainer	
Learning Outcome	Knowledge
Level 1 eLearning	
Complexity of Learning Objectives	Medium
Complexity of Material	Medium
Complexity of Questions	Medium
Desired Creativity	Medium
Frequency of Interactivity	High
Instructional Strategies	Medium
Level 3 - Full Task Trainer	
Learning Outcome	Knowledge
Level 2 - Part Task Trainer	
Learning Outcome	Knowledge
Level 2 eLearning	
Frequency of Interactivity	High

Cost Analysis

Delivery Options: Knowledge Module

Delivery Options	Option 1	Option 2	Option 3
Delivery Option	Instructor with Equipment 97%	Level 3 eLearning 98%	Internet Virtual Classroom 93%
Title	ILT	CBT	Webex
Compute Cost	Yes	Yes	Yes

Course Variables: Knowledge Module

Basic	ILT	CBT	Webex
Template			
Group Length [hours]	14.0	14.0	14.0
Instructor Preparation Time [hours per hour]	0.10	0.10	0.10
Number of Trainees [per class]	6	6	6
Number of Instructors [per class]	1.0	1.0	1.0
Number of Trainees [over life]	325	325	325
Frequency of Course	57	57	57
Time Required by Trainee [% of classroom]	100 %	70 %	100 %
Time Required by Instructor [% of classroom]	100 %	30 %	100 %

Development: Knowledge Module

Develop	ILT	CBT	Webex
Personnel			
Development Hours Source	Template	Template	Template
Development Hours [per hour]	10.00	150.00	10.00
Annual Productive Days	230	230	230
Working Hours per Day	8.00	8.00	8.00
Adjusted Group Length [hours]	14.00	9.80	14.00
Total Development Time [days]	18	184	18
Avg. Daily Cost for Developer	I \$ 400	I \$ 400	I \$ 400
Total Personnel Cost	\$ 7,000	\$ 73,500	\$ 7,000
Total Development Cost	\$ 7,000	\$ 73,500	\$ 7,000

Hardware: Knowledge Module

Purchase	ILT	CBT	Webex
Resource			
Cost per Unit	D \$ 0	D \$ 0	D \$ 0
Availability [hours per year]			
Total Hardware Cost	\$ 0	\$ 0	\$ 0
Allocation to Group [%]	0 %	0 %	0 %
Hardware Cost for Group	\$ 0	\$ 0	\$ 0

Operation	ILT	CBT	Webex
Cost of Equipment Operation [per hour]	I \$ 0	I \$ 0	I \$ 0
Number of Hours Equipment Used [over life]	798	559	798
Total Equipment Operation Cost [over life]	\$ 0	\$ 0	\$ 0
Annual Hardware Maintenance Cost	D \$ 0	D \$ 0	D \$ 0
Allocation to Group [%]	0 %	0 %	0 %
Total Hardware Maintenance Cost [over life]	\$ 0	\$ 0	\$ 0
Total Hardware Operation Costs [over life]	\$ 0	\$ 0	\$ 0

Instructors: Knowledge Module

Instructors	ILT		CBT		Webex	
Personnel						
Instructor Annual Salary	I	\$ 75,000	I	\$ 75,000	I	\$ 75,000
Fringe Benefits Factor [%]		30 %		30 %		30 %
Instructor Annual Cost		\$ 97,500		\$ 97,500		\$ 97,500
Annual Productive Days		230		230		230
Instructor Daily Cost		\$ 424		\$ 424		\$ 424
Working Hours per Day		8.00		8.00		8.00
Instructor Hourly Cost		\$ 0		\$ 0		\$ 0
Instructor Per Diem Costs	D	\$ 0	D	\$ 0	D	\$ 0
Instructor Travel Costs	D	\$ 0	D	\$ 0	D	\$ 0
Instructor Travel Days						
Days Required by Instructor [per class]		1.9		0.7		1.9
Instructors Cost - Salary		\$ 46,514		\$ 16,914		\$ 46,514
Total Instructors Cost [over life]		\$ 46,514		\$ 16,914		\$ 46,514

Facilities: Knowledge Module

Facilities	ILT		CBT		Webex	
Resource						
Annual Facilities Costs	I	\$ 6,000	I	\$ 12,000	I	\$ 0
Availability [hours per year]		2000		2000		
Allocation to Group [%]		8 %		5.6 %		0 %
Facilities Cost for Group		\$ 2,394		\$ 3,352		\$ 0
Rental Fees [per class]	D	\$ 0	D	\$ 0	D	\$ 0
Total Rental Fees		\$ 0		\$ 0		\$ 0
Total Facilities Cost [over life]		\$ 2,394		\$ 3,352		\$ 0

Maintenance/Material: Knowledge Module

Material	ILT		CBT		Webex	
Resource						
Number of Trainees [over life]		325		325		325
Material Cost [per trainee]	D	\$ 0	D	\$ 0	D	\$ 0
Availability [hours per year]						
Total Material Cost		\$ 0		\$ 0		\$ 0
% of Content That Changes		0 %		0 %		0 %
Total Development Cost		\$ 7,000		\$ 73,500		\$ 7,000
Curriculum Updating Cost [over life]	D	\$ 0	D	\$ 0	D	\$ 0
Annual Miscellaneous Cost	D	\$ 0	D	\$ 0	D	\$ 0
Total Maintenance Cost [over life]		\$ 0		\$ 0		\$ 0

Summary: Knowledge Module

Distribution	ILT	CBT	Webex
Development Costs	\$ 7,000	\$ 73,500	\$ 7,000
Courseware Costs	\$ 0	\$ 0	\$ 0
Hardware Costs	\$ 0	\$ 0	\$ 0
Administrative Costs	\$ 0	\$ 0	\$ 0
Management Costs	\$ 0	\$ 0	\$ 0
Trainees Costs	\$ 0	\$ 0	\$ 0
Instructors Costs	\$ 46,514	\$ 16,914	\$ 46,514
Facilities Costs	\$ 2,394	\$ 3,352	\$ 0
Hardware Operation Costs	\$ 0	\$ 0	\$ 0
Maintenance Costs	\$ 0	\$ 0	\$ 0
Support Costs	\$ 0	\$ 0	\$ 0
Total Costs	\$ 55,908	\$ 93,766	\$ 53,514
Total Number of Trainees	325	325	325
Cost per Trainee	\$ 172	\$ 289	\$ 165

Savings	ILT	CBT	Webex
Direct Savings	\$ 0	\$ 0	\$ 0
Indirect Savings	\$ 0	-\$ 37,858	\$ 2,394
Total Savings	\$ 0	-\$ 37,858	\$ 2,394
Break Even Point	\$ 0	\$ 0	\$ 7,000
Break Even Point (months)			0

Module Summary**Recommendations Result: Knowledge**

	Cost Effectiveness Rating	Effectiveness Rating	Up-front Costs	Recurring Costs	Savings (PV)	Instructors [days/year]	Developers [days]	Administrators [days/year]	Facilities [hours/year]
Webex	100.0 %	93.0 %	\$ 0.0	\$ 0.0	\$ 2,394.0	34.0	18.0	0.0	0.0
ILT	99.8 %	97.0 %	\$ 0.0	\$ 0.0	\$ 0.0	34.0	18.0	0.0	246.0
CBT	60.1 %	98.0 %	\$ 0.0	\$ 0.0	\$ -37,858.0	12.0	184.0	0.0	172.0

Course Summary

Delivery Options

ADVISOR Recommendation

Option Title	ADVISOR Recommendation
Time Required to Deliver Course [hours]	14.00
Compute Cost	Yes

Delivery Methods

Method		
Group	Delivery Method	Delivery Strategy
Knowledge	Webex 93%	

Analyst Recommendation

Option Title	Analyst Recommendation
Time Required to Deliver Course [hours]	9.80
Compute Cost	Yes

Delivery Methods

Method		
Group	Delivery Method	Delivery Strategy
Knowledge	CBT 98%	

Currently Used

Option Title	Currently Used
Time Required to Deliver Course [hours]	14.00
Compute Cost	Yes

Delivery Methods

Method		
Group	Delivery Method	Delivery Strategy
Knowledge	ILT 97%	

Cost Distribution

Total			
	ADVISOR Recommendation	Analyst Recommendation	Currently Used
Development Costs	\$ 7,000	\$ 73,500	\$ 7,000
Courseware Costs	\$ 0	\$ 0	\$ 0
Hardware Costs	\$ 0	\$ 0	\$ 0
Administrative Costs	\$ 0	\$ 0	\$ 0
Management Costs	\$ 0	\$ 0	\$ 0
Trainees Costs	\$ 0	\$ 0	\$ 0
Instructors Costs	\$ 46,514	\$ 16,914	\$ 46,514
Facilities Costs	\$ 0	\$ 3,352	\$ 2,394
Hardware Operating Costs	\$ 0	\$ 0	\$ 0
Maintenance Costs	\$ 0	\$ 0	\$ 0
Support Costs	\$ 0	\$ 0	\$ 0
Total Costs	\$ 53,514	\$ 93,766	\$ 55,908
Total Number of Trainees	325	325	325
Cost per Trainee	\$ 164	\$ 288	\$ 172

Savings			
	ADVISOR Recommendation	Analyst Recommendation	Currently Used
Direct Savings	\$ 0	\$ 0	\$ 0
Indirect Savings	\$ 0	\$ 0	\$ 0
Total Savings	\$ 0	\$ 0	\$ 0
Break Even Point	\$ 7,000	\$ 0	\$ 0
Break Even Point (months)	0		

User Recommendation

User Recommendation	Analyst Recommendation
Reassess	Yes

Learning Objective	Current Delivery Method	Current Delivery Method Time [hours]	Recommended Delivery Method	Recommended Delivery Time [hours]
Decisiveness Overview	ILT	1.00	CBT	0.70
Describe key elements of a goal	ILT	1.00	CBT	0.70
Validate the viability of goals	ILT	1.00	CBT	0.70
Write clear and concise goals	ILT	1.50	CBT	1.05
Implement incentive system	ILT	1.00	CBT	0.70
Measure employees engagement	ILT	1.00	CBT	0.70
Write clear and concise core values	ILT	1.00	CBT	0.70
Communicate importance of core values	ILT	1.00	CBT	0.70

Select appropriate venue for prioritizing goals	ILT	1.00	CBT	0.70
Prioritize goals	ILT	1.00	CBT	0.70
Implement design	ILT	0.50	CBT	0.35
Describe various implementation procedures	ILT	0.25	CBT	0.17
Select appropriate implementation procedure	ILT	0.25	CBT	0.17
Implement procedures	ILT	0.50	CBT	0.35
Describe key steps in project management	ILT	0.25	CBT	0.17
Develop project management plan	ILT	0.50	CBT	0.35
Monitor progress	ILT	0.25	CBT	0.17
Describe various conflict resolution procedures	ILT	0.25	CBT	0.17
Select appropriate procedures	ILT	0.25	CBT	0.17
Implement conflict resolution procedures	ILT	0.25	CBT	0.17
Validate1 outcomes	ILT	0.25	CBT	0.17
Total		14.00		9.80

Projected ROI

Cost Avoidance	
Total Costs of Current Delivery Option	\$ 55,908
Total Costs of Recommended Delivery Option	\$ 93,766
Total Savings	-\$ 37,858
Expected Life of Course [years]	5
Annual Cost Avoidance ROI	-13.54 %

Current Delivery ROI	
Course Impact	\$ 0
Total Course Costs	\$ 55,908
Course Benefits	-\$ 55,908
Expected Life of Course [years]	5
Annual ROI	-20 %
Gross Margin	0 %

Recommended Delivery ROI	
Course Impact	\$ 0
Total Course Costs	\$ 93,766
Course Benefits	-\$ 93,766
Expected Life of Course [years]	5
Annual ROI	-20 %
Gross Margin	0 %