

# Enterprise Learning Management LMS versus HRMS

Whitepaper

August 2001

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## Executive Summary

Learning Management Systems (LMS) are applications to manage and support the administration of learning. However to be effective, the management of learning needs to be integrated into other related processes of developing people, skills and competencies. As HR management systems (HRMS) increasingly provide functionality for managing training, organisations have become more confused about the role and overlap of the LMS versus the HRMS. This confusion can be simply summarised in the following question:

### **Why do I need an LMS when my HRMS already has functionality to manage training?**

Based on eLearnity's experience of analysing corporate learning strategy and directions, we see enterprise learning management as the fundamental piece of the learning infrastructure jigsaw. Enterprise learning management must provide:

- Management of all forms of learning including classroom training, e-learning and self-paced learning
- Management of both internal and external learning activities including management and control of budgets and costs
- Self-service access for learners across the business, tailored to the specific needs of the business, the organisation and the learner
- Automated administration, registration and approval processes
- Automated tracking of all activities with comprehensive reporting
- Integrated learning and development plans linked to competencies and skills
- Customisable interfaces, business rules and processes
- Integration with key financial and human resource systems

By these standards, the learning management functionality offered by the primary HRMS products including PeopleSoft, Oracle HRMS and mySAP HR is inadequate. The training administration component of each of these three environments has been developed based on the need to record information related to classroom training. Whilst the learning management functionality varies between them, they are all broadly incapable of:

- Managing, launching and tracking e-learning
- Fully automating learning administration processes
- Automating the linkage between competencies, skill gaps and completion of learning event
- Automating e-business processes around third party courses and content

A more detailed analysis of the generic and specific deficiencies of the primary HRMS products is provided in this document.

Currently therefore, an HRMS product on its' own provides a very limited platform for managing learning, significantly constraining the opportunities for use of e-learning and blended learning (integrated classroom and e-learning) as well as reducing the benefits of integrated management. These deficiencies have resulted in many organisations choosing to implement a specialised Learning Management product, and integrating it into their HRMS environment to ensure consistency of employee information.

The primary HRMS vendors are all improving the learning management functionality offered by their products. PeopleSoft increased functionality significantly in PeopleSoft 8.0 with the introduction of web self-service interfaces, SAP has announced the future launch of a specialist learning management component, and Oracle has a separate (non-integrated) LMS product called iLearning. These solutions are however, either future products, not integrated with the HRMS suite, or require an upgrade of the latest version before implementation. This has created significant barriers to implementation and marginalised the value of their learning management solutions.

Only time will tell, but we do not currently believe the HRMS learning management components are competitive with the emerging LMS market leaders or that they provide a good foundation for a fully functional 21<sup>st</sup> century enterprise learning management capability. With a significant jump in functionality required to openly compete in the market place, we see acquisition rather than enhancement as a more likely route to providing a leading LMS functionality. This would significantly extend the likely timescales and cost for provision of a fully competitive, fully integrated learning management solution, further extending potential timescales for corporate implementation.

We currently recommend organisations to adopt a more independent strategy towards their enterprise learning management requirements. Whilst the LMS market is evolving rapidly, we believe the leaders are starting to emerge and provide a more functional and more adaptable foundation for providing enterprise learning over the next few years.

## Introduction

Learning Management Systems (LMS) are applications to manage and support the administration of learning within companies. Evolving from historic training management systems oriented around classroom training, or from systems designed to manage and administer e-learning courses, the LMS has emerged as one of the key segments of the e-learning market place and the corporate e-learning infrastructure jigsaw.

However, the management of learning is not a standalone function; it needs to be integrated into other people related processes. In particular, it needs to be part of the broader processes of developing people, skills and competencies within an organisation. This overlap between learning and human resources (HR) results in a need for a coordinated approach and systems. With the major HR management systems (HRMS) increasingly providing functionality for managing training and learning as a component of the general HR processes, organisations are becoming more confused about the role and overlap of the LMS versus the HRMS.

The purpose of this document is to explore this overlap and the role of the LMS and HRMS related to the management of learning within a large organisation. This paper is targeted at HR/Training professionals and IT staff who are reviewing or defining requirements for corporate learning management and administration.

The purpose of this document is not to define requirements or rationale for an HRMS. This is outside the scope of the paper. In fact, in developing the concepts and positioning in the paper, we have made a base assumption that most organisations already have implemented or have committed to implement an HRMS. Our focus in this paper is therefore to answer the following core question:

### **Why do I need an LMS when my HRMS already has functionality to manage training?**

This key question is typically also followed by a number of other more specific questions:

- Why should I consider using an LMS and an HRMS?
- What do I want the LMS to do?
- How would the LMS and HRMS work together?

Given the cost of LMS projects and products, particularly Enterprise LMS products focused on large-scale corporate projects, having clear answers to these questions is critical in order to ensure Executive buy-in and funding support to a proposed LMS project.

## Approach

To answer this question we first outline a potential vision or direction for the management of learning in large organisations and to explore the potential functionality provided by a typical enterprise HRMS and enterprise LMS. The reason for the focus on "enterprise" products is due to our focus within the paper on the requirements of large organisations.

We review the primary functionality of the main HRMS products in the learning management space. This includes a generic review of HRMS learning management functionality together

with specific reference to PeopleSoft, SAP and Oracle HR. The reason for being at least partly specific about the HRMS is simple; for most organisations this is already a given. Any evaluation of potential requirements for an LMS will therefore be at least partly relative to the chosen HRMS, and applications for LMS project funding will need to justify their value-add relative to existing solutions including the HRMS.

In our opinion, ***the lack of a clear understanding and positioning of a proposed LMS relative to existing HRMS learning management functionality is a major barrier for many corporate LMS initiatives.*** Failing to address this problem, often results in significant extensions to the buying process (6 to 12+ months) or even complete collapse of the LMS project due to lack of executive commitment in practice.

Having reviewed the learning management functionality of the HRMS, we then define and review the primary functionality of an enterprise LMS. Because of the number and range of products in this segment, and the relative newness of the industry as a whole, we have described the enterprise LMS at a non-product specific level, outlining the core requirements and functionality.

We then review the typical strengths and weaknesses of an LMS versus an HRMS for learning management and present a summary comparison matrix for supporting this discussion in more detail. Finally we present an outline positioning and primary justification for considering an LMS over and above an HRMS for learning management.

The LMS section has been deliberately kept to a generic positioning but is aimed specifically at enterprise-level LMS products. For a more detailed review of specific LMS products contact eLearnity on +44 (0) 207 917 1870 or by email at [info@elearnity.com](mailto:info@elearnity.com).

## **Managing the Processes of Learning**

Historically the role of managing and administering training has been very fragmented within most companies. Large training groups or facilities will have had dedicated training management systems used to manage and administer students, courses, classrooms, facilities and instructors.

Potentially they might also be used to manage residential facilities if appropriate. For externally delivered training, most administration was performed by the provider with some internal tracking in office documents or spreadsheets. Given the fragmented nature of specialised training requirements, this would commonly be spread across the business.

## Human Resource Management Systems

A typical Human Resources Management System (HRMS) will enable the tracking and reporting on workforce and employee data while maintaining effective day to day HR management of the organisational processes including:

- Administration capability to handle all basic employee and personnel information
- Performance management
- Benefits/compensation management
- Skills and competency management

Training is generally managed through a component Training Administration module. These modules are typically focused on administering and recording classroom training activity. The HRMS provides a mechanism to capture basic training data such as courses, course attendance and costs for recharge. As well as accessible by HR and management, this information is increasingly accessible by employees through self-service web interfaces. Individuals are now able to directly view and update their learning history and register on courses as well as accessing parts of their employee data.

Whilst core employee training data is held within the HRMS, large or sophisticated training functions, such as training centres, will also use specialised training management applications for planning and management of facilities, instructors and student administration processes.

### Typical HRMS Learning Management Functionality

In summary terms, the learning management functionality of the main HRMS applications can be defined as follows:

- Course catalogues and course information for classroom training
- Student enrolment and administration
- Training history and reporting
- Self-service student access
- Management access and reporting
- Training resource management

The matrix below summarises the typical learning management features available within an HRMS.

<b>HRMS Training Administration Features</b>			
<b>Manage Courses</b> Instructor Led CD-ROM Pricing	<b>Manage Programmes</b> Programme Definition	<b>Manage Resources</b> Facilities Instructors Materials	<b>Learning Catalogue</b> Single Catalogue Grouping Searching
<b>Competency profiling</b> Competency Profiles Job/Role Profiles User Profiles User Assessment	<b>Enrolment</b> Self-enrolment Batch Manager Approvals	<b>Reporting</b> Course Admin In house enrolment Instructor In house learner results Financial	<b>Commerce</b> Payment processing e-commerce link

An HRMS is fundamentally dependent on other e-business or financial management products to create a total business solution. The requirement is for a flexible, open, scalable architecture that can integrate with multiple platforms and handle the complete range of e-business and enterprise solutions.

### **Primary Enterprise HRMS Products**

Specific functionality varies by product and product version. The following information is intended as a summary perspective only.

#### PeopleSoft v8.0

PeopleSoft v8.0 is a web based HR management system including individual modules, such as eDevelopment, Plan Career and an Administering Training module.

The training module provides the ability to create and view a single course catalogue for internal and external classroom courses and materials, including a description, objectives and assigned competencies.

External courses can be entered into the system, allowing registration within the system although this does not generate bookings with the external provider unless managed manually. If the course has pre-requisites a notification will be advised but will not prevent the learner from attending the course.

Competencies can be grouped by category or type from pre defined competency lists. These can be assigned to individual courses and then manually matched against a specific job role.

The ability to track and report on in house course activity exists, however this is dependent on the manual completion of individual learner activity records.

Launching of online courses is achieved by providing a URL via the joining instructions. The activity associated around this cannot be tracked or reported on.

Workflow can be defined to provide automatic email notification to managers and learners of training activity, such as authorisation, confirmation and cancellations.

#### Oracle HRMS

Oracle's HRMS is a key component in the Oracle e-business suite. With the enhanced online capabilities in the latest version, the emphasis is on increased productivity by empowering the employees to take greater control of their development needs, reducing HR manpower requirements.

The training management component of Oracle HRMS is called Oracle Training Administrator system (OTA). OTA provides a set of management and administration capabilities for classroom training together with a learner self service interface. OTA has 3 components:

- Administrator tool – controlled by managers and training administrators for creation and scheduling of activities, track, manage and approve enrolments.
- Self Server – Learner access to their individual profile, expense reports, training history and performance development
- Report Discoverer – Reporting tool.

OTA is integrated into the Oracle HRMS suite and can access employee detail information and personal development plans.

In addition to Oracle HRMS, Oracle has introduced a separate learning management system (LMS) called iLearning. iLearning is not currently integrated with the Oracle HRMS is available only on a hosted basis.

#### SAP

SAP HR Training and Event Management provides the administration ability to plan and maintain a course catalogue, assign resources and registering of employees to a learning event. A comprehensive planning component provides the capability to assess the demand for learning events and calculate the number of courses required while allocating the necessary resources to the individual events. An appraisal system and detailed reporting function exists with the capability to integrate with all SAP applications.

A learner self-service option allows the learner to search and register for specific courses, then monitor the status of approval through to confirmation of a booking.

A billing function allows for the cross charging to individual cost centres or segments for learner attendance and cancellation fees.

In June 2001, SAP announced the delivery of a Learning Management solution as part of mySAP.com, which will integrate with mySAP HR. This Learning Management solution will allow creation of content; web based content repository, the creation of tests and evaluations, and an enhanced learner self-service module. This component of mySAP.com is not likely to be released until summer 2002.

## Learning Management Systems

Historically, the management of training activities was often provided using specialist Training Management Systems (TMS). A TMS was focused on the management of classroom training facilities, delivery and resources and was often used at a departmental level rather than enterprise-wide.

More recently, TMS have been superseded by Learning Management Systems (LMS). An LMS is an application or suite of applications designed to manage the processes and information associated with learning, in all forms. Typically they provide the functionality for management of courses, course catalogues, registration and approvals processes, learner development and learning plans, and learning resources and materials. They also provide control, tracking, reporting and launching of learning events, activities and content.

The LMS market can be further segmented based on the functionality and scope of the required solution. The most dominant segment currently is the Enterprise LMS, which is designed to manage all forms of learning across large organisations. Typically covering hundreds of courses and thousands of staff, Enterprise LMS applications are large and complex, and are generally integrated into other mainstream business applications such as enterprise HR and financial systems.

### Typical Enterprise LMS Functionality

An LMS provides the main functionality for managing programmes, courses and learners. In a commercial environment, the LMS will also handle the main financial controls and tracking.

The key functionality of an LMS is:

- Managing courses and learning events of all types including classroom, e-learning and self-paced learning
- Managing programmes including certification
- Managing competencies, training needs analysis and learning plans
- Providing and administering course registration processes
- Tracking learner registration, access and progress
- Course scheduling and administration including instructors and physical facilities
- Learning administration and reporting
- Financial tracking and control of learning.

The following table provides a summary of the primary functional areas, which can be provided by an LMS. Each area has an associated high-level functional list. The matrix is useful for qualifying initial LMS suitability against a defined requirement, although a more detailed breakdown will be needed to map further functional requirements.

<b>Learning Management Features</b>			
<b>Manage Courses</b>	<b>Manage Programmes</b>	<b>Manage Resources</b>	<b>Learning Catalogue</b>
Instructor Led	Programme	Facilities	Single Catalogue
Web based	Definition	Instructors	Multiple Catalogues
Own product	Flexible Structures	Materials	User configurable
CD-ROM	Alternative	Instructor Eligibility	Categorisation
AICC		Expense items	Grouping

IMS Prerequisites Sessions Pricing	Components Prerequisite Testing Certification		Searching Calendar Integration
<b>Competency profiling</b> Competency Profiles Job/Role Profiles User Profiles User Assessment Skills Gap Analysis Organisational Models Succession Planning	<b>Enrolment</b> Automatic Self-enrolment Batch Manager Approvals Config. Approvals Max/Min Attendees Waitlist Discretionary Pricing	<b>Reporting</b> Course Admin Enrolment Instructor Learner results Audit Logs Financial Customisable	<b>Commerce</b> Payment processing E-commerce link Budget tracking EDI
<b>Tracking</b> Enrolment Progress Scores/Grades Results Financial Personal Instructor Regulatory compliance	<b>Workflow</b> Tasks Notification of events Between users Automated 'to do' process	<b>System security</b> Roles Permissions Profile User defined	<b>Integration</b> Learner records Course records Results External Enrolment Requests

There are many additional considerations associated with selecting and deploying an enterprise LMS. In addition to describing the target deployment environment, we need to consider issues such as technical architecture, scalability, integration and customisation.

An LMS is not an island. It needs to be integrated into other intranet applications, central HR, ERP and financial systems, learning delivery tools, and security and access control systems.

## Key Requirements for Enterprise Learning Management

Based on our experience of analysing learning strategy and directions, and associated infrastructure requirements for large organisations, we believe the following are the fundamental elements required for enterprise learning management over the next few years.

### Courses

A flexible course cataloguing function capable of managing all forms of learning including classroom training, e-learning and self-paced learning. Learning activities or events should be searchable based on subject areas, or flexibly searched based on specific criteria. All key information relating to each learning type should to be stored and managed via the catalogue. The course catalogue should to be accessible in total or by sub-area and should differentiate between compulsory and optional learning components.

### Programmes/Certification

Individual learning activities could be grouped to create learning programmes or curricula with associated sessions and materials of any form. Programmes could be linked to certification. Completion of events should be tracked and options provided where alternatives exist. Programmes and individual events should be tied back into associated competencies and learning plans.

### Learner Self-Service

An intuitive self-service option for learners should provide central access to all learning information and activities. Learners should be able to view course catalogues and learning programmes, access and define their specific learning requirements, update or track progress against their personal learning development plan, verify prerequisites, enrol in all forms of learning, launch relevant learning programmes and complete course assessments.

The self-service interface should be capable of some personalisation within defined parameters. This could include catalogue filtering, notification, learning preferences, and presentation of information.

### Tracking

The tracking function should be able to track and manage internal and third party online (e-learning and self-paced) and classroom based learning events. This includes tracking employee progress and results, course completion, financial information and audit logs at both a user and organisational level. Key for regulatory and industry compliance (FSA, FDA, etc.)

### Reporting

The reporting function should allow all users, controlled by the level of access, to have the ability to generate current and historic activity reports using standardised templates with the ability to customise and create unique reports around specific business processes. Managers must be able to view training records for all of their employees, including all

aspects of registration and learner progress. Reports should include financial summaries per learning event or programme, user and cost centre. Reports should also be available for assessing learning access and usage.

### **Administration**

The automation of the administration processes associated with registration, completion, tracking and approvals. The ability to schedule individual and batch registrations by the learner or training administrator. A multiple-scheduling function within multiple catalogues may be required to enable one-off and reoccurring events, scheduling of resources, instructors and materials. An integrated calendar linked to associated resources, including instructors, materials and facilities, such as classrooms.

### **Competency profiling**

A comprehensive competency management capability should enable creation and modification of competency profiles, with a measurement tool to analyse skills gaps. The ability to associate relationships between skills and job roles, and to create individual role profiles that will match to individual user development needs and produce individual learning development plans.

### **Approvals management and notification**

Automation of a flexible and configurable management approvals process for registration, completions and assessment. Notification services relating to authorisation, changes in status, completion activity and outstanding actions. Automation should be provided using auto-generated emails linking back into web-based approval processes. Approvals processes should be auditable for compliance purposes.

### **Integration capabilities**

Integration between the management system and Human Resources and Financials applications will be required to ensure all employee data is obtained and maintained centrally. In addition, identified learning delivery applications or tools should be seamlessly integrated with the management applications and transparent to the learner.

### **Branding and customisation**

The user interface components of the management application and other components should be tailorable to provide common branding to ensure consistency and transparency for the learner. Approvals processes and other business rules may need to be customised based on specific requirements.

### **Learning Information**

A web-based information system providing information and resources for the corporate learning organisation and its activities. This could include news, announcements, policies and practices, contact information, details of physical facilities and so on.

### **Systems compliance and security**

The system must comply with infrastructure standards and must also meet security requirements including secure access with password authentication. Functionality should be restricted based on user role (learner, manager, administrator etc.).

### **Suitability of an HRMS for Enterprise Learning Management**

Whilst the primary HRMS vendors have recognised the need for integrated learning management capabilities within their HRMS product suites, all three environments show significant deficiencies in meeting the fundamental requirements defined previously.

At a generic level these deficiencies can be categorised as follows:

#### Classroom

Whilst the primary HRMS products offer some classroom management functionality, the scope of what is offered is limited and generally lacks automated administration processes. Current Training Administration modules are mainly focused on recording data regarding training rather than automation and tracking of the processes. For example, completion of learning events does not automatically update the individual's learner records and their learning plan.

Most HRMS products provide the capability to view course schedules and register for an event, but do not provide the ability to launch their own or third party content. Some tracking functionality exists but usually only applies to in-house courses and does not extend to courses provided by external providers.

Management of resources and facilities is provided at a basic level, but allocation and conflicts require manual intervention.

#### e-learning

The lack of any e-learning capability appears to be the most fundamental weakness with all the learning management components of the primary HRMS products. All products are built around the traditional classroom model with little focus on content delivery or management around the learning process. Online student self-service functionality exists in most products but only provides the learner the ability to view the course catalogue and register for in-house learning classroom training events.

The integration of e-learning content and programmes is a fundamental requirement going forward. This includes:

- Definition and description of e-learning modules and content
- The ability to launch e-learning modules including internally hosted and third party content
- Support for content standards including AICC, SCORM and IMS
- Integration with learning delivery technologies including virtual classrooms, assessment tools and asynchronous collaboration environments
- Tracking of e-learning content and activity

### Competency management

e-learning is not just about launching online content. The shift to e-learning also enables the empowerment of the learner for continuous development, mapping skills and competencies for the learner's job role and profile. Competency profiling provides a different and complementary approach to determining potential learning requirements. Instead of providing a catalogue of courses and letting the individual or a management process determine requirements, profiling focuses on mapping someone's skills against defined job roles and identifying learning needs through gap analysis.

Whilst the primary HRMS applications provide a competency management component, this is typically distinct from the training administration component. There is little or no real integration between development planning based on competencies and learning plans based on available courses and programmes.

The benefit of profiling is that it provides a more comprehensive and less arbitrary approach to identifying learning needs. It also puts the individual more in control of determining his or her own direction and learning requirements, making it an ongoing process rather than a one-off annual review. The additional work required to maintain individual profiles can be very significant within an HRMS due to the lack of automated linkage between completion of learning and individual competencies.

## **Specific Comments on Primary HRMS Products**

### PeopleSoft v8.0

Although a strong web based HR management system, PeopleSoft has been predominantly designed to be more administrative than user driven. Tracking of all HR functionality exists but the ability to track learning on any form is minimal. There are no e-learning capabilities and as the product is not AICC or SCORM compliant, it therefore would be unable to track AICC or SCORM tagged content.

The only way of providing access to online courses is by providing a URL in the joining instructions, this will not allow for any materials to be downloaded. The progress of attendance cannot be monitored or tracked, and completion results, such as pass or fail will need to be manually recorded.

Individual components of the product allow for learning, development and career planning, but unfortunately these are not integrated with competencies and are therefore do not provide an effective competency management function.

To effectively monitor learner activity it is necessary to assign pre-requisites and pre course work to individual courses with the ability to specify whether this is optional or mandatory requirement. There is no mandatory option within PeopleSoft 8.0 to prevent a learner from attending a course.

User training on this product is extensive if accurate data input and effective reporting is required.

There is no ability to create course content, evaluations or tests.

### Oracle HRMS

Competency profiling exists within the HRMS but is basic in functionality and requires a considerable amount of manual intervention to keep up to date.

Another component of the Oracle suite is the Oracle Training Administrator system (OTA). It provides a set of initial management and administration capabilities for training together with a learner self service interface, but is incapable of managing the provision and processes around non-classroom learning, and does not provide a sufficiently automated administration and integration capability. OTA whilst providing some functionality to accommodate each of the individual pieces, does not integrate them or automate them sufficiently to be viable without significant enhancement. The inability to manage and launch other forms of learning including e-learning and self-paced learning, are also critical limitations.

A comprehensive profiling capability exists, however extensive manual planning and data input is required to utilise this functionality.

The tracking function in OTA is limited, providing only the ability to track and manage enrolments onto events.

### SAP

SAP HR Training and Event Management system provides administration and management of the basic learning functions, such as scheduling of events, resources and learners to individual events.

Although comprehensive reporting functions exist, there is minimal tracking of the individual learner activity, with minimal automation to update a learner transcript. The main weakness of this product is around the individual learning and development capability of the product, with no facility to assign skills, competencies or learning development plans.

In June 2001, SAP announced the delivery of a Learning Management solution as part of mySAP.com, which will integrate with mySAP HR. No mention was provided on how and if this will replace the existing training and event management component of SAP HR.

## Conclusions

### **So, why do I need an LMS when my HRMS already has the functionality to manage training?**

Whilst the HRMS products do provide functionality for managing learning, they are all broadly incapable of:

- Managing, launching and tracking e-learning
- Fully automating learning administration processes
- Automating the linkage between competencies, skill gaps and completion of learning event
- Automating e-business processes around third party courses and content

Currently therefore, an HRMS product on its own provides a very limited platform for managing learning, significantly constraining the opportunities for use of e-learning and blended learning (integrated classroom and e-learning) as well as reducing the benefits of integrated management.

The primary HRMS vendors are all improving the learning management functionality offered by their products. These solutions are however, either future products, not integrated with their HRMS suite, or require an upgrade of the latest version before implementation. We believe, these create significant barriers to implementation and marginalise the value of their learning management solutions. With a significant jump in functionality required for the HRMS products to compete with leading LMS products for learning management, we see acquisition rather than enhancement as a more likely route to providing leading LMS functionality. However such an acquisition, would further extend the likely timescales and cost for a fully integrated learning management solution.

We currently recommend organisations to adopt a more independent strategy towards their enterprise learning management requirements. Whilst the LMS market is evolving rapidly, we believe the leaders are starting to emerge and provide a more functional and more adaptable foundation for providing enterprise learning over the next few years.

## **Appendix– About eLearnity**

Formed in 1996, eLearnity is the UK's leading independent e-learning consultancy with a track record of providing strategic advice and consulting services to major corporations and business schools.

eLearnity provides in-depth skills and understanding of e-learning strategies together with a complete range of services including e-learning best practice, technology selection, planning, and design. eLearnity also provides a range of independent research services on the e-learning marketplace, vendors and solutions.

For more information on eLearnity's services or other whitepapers on e-learning, visit our website at [www.elearnity.com](http://www.elearnity.com) or contact us via email at [info@elearnity.com](mailto:info@elearnity.com).

### **About the Authors**

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David is one of Europe's leading commentators on e-learning and founded eLearnity in 1996 as a specialist in e-learning. He is an expert on e-learning strategy and market directions and has provided advice to many international corporations and government agencies. David is the author of many leading white papers and magazine articles on all aspects of e-learning, and is a frequent speaker at many European e-learning conferences.

Prior to founding eLearnity, David managed a number of advanced technology businesses in the UK including the Internet business for a major international training company, and the enabling technology division for a major systems integrator.

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Carole is our lead consultant focusing on the Learning Management marketplace. She has managed a number of learning management projects and worked closely with many of the leading learning management products and vendors. Carole is also co-author of eLearnity's paper on learning management and portals. Prior to joining eLearnity, Carole worked for Galileo International. Her roles included managing the implementation of systems into new markets and Team Leader for the global Training and Development team.

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