Course Descriptions None 2025-2026

Course Title	Organisational Learning
Course Code	EBC4048
ECTS Credits	6,5
Assessment	Whole/Half Grades

Period

Period	Start	End	Mon	Tue	Wed	Thu	Fri
2	27-10-2025	12-12-2025	X		X		

Level	Intermediate/Advanced
Coordinator	Anna Huppertz For more information:anna.huppertz@maastrichtuniversity.nl
Language of instruction	English

Goals

Knowledge and insight
* Students demonstrate an advanced understanding of multi-faceted business problems related to learning in organisations.
* Students know how to find, evaluate, and use scientific insights to address business problems with practical solutions.

Academic judgement
* Write rigorous and original academic piece that evaluates non-academic solutions based on their evidential base (written communication).

Global citizenship
* Students evaluate the impact of their proposed solutions to practical problems on others, and consider these implications accordingly.

Interpersonal competencies
* Effectively communicate to specialist and non-specialist audiences. This includes demonstrating strong presentation skills, project-management skills, interpersonal skills, and a high level of argumentation and context sensitivity.
* Students initiate action by providing clear instructions and take responsibility for the learning experience of their fellow students.
* Students create a psychologically safe and constructive learning environment where students show reciprocal respect. Guide a workshop session that has a clear objective, a sound intervention, and a proper debriefing that allows for continued group functioning.
* Students effectively function in diverse environments and work in diverse teams.

Self-leadership
* Students demonstrate the ability to plan ahead to meet various deadlines, and work effectively towards them.
* Students clearly formulate their expectations and their own contributions to goal achievement, and actively pursue avenues for professional progress.
* Share constructive feedback in a meaningful and responsible way. Respond to received feedback by recognising its relevance and transfer it to the task. Identify beneficial learning conditions for yourself and others and continuously reflect upon and develop these learning conditions.

Description	Organizational learning refers to processes of discovering new knowledge at individual, team, and organizational levels, and capturing knowledge in repositories such as procedures, systems, and culture. By learning, firms improve their internal processes, external adaptation, and performance. It is therefore not surprising that learning is at the core of many modern practices such as Lean Management, Scrum, Agility, and so on. This course addresses classic and contemporary theory on organizational learning in order to understand how to improve learning in organizations.
Literature	To be announced: academic articles
Prerequisites	- Exchange students need to have obtained a Bachelor degree in business. - Advanced level of English. Note that courses and workload are very demanding for all master International Business courses.
Transitional Regulations	TRANSITIONAL REGULATIONS <ul class="trcohorts"> - Master Business Research - Master Business Research - Operations Research - In 2024-2025 and 2025-2026 education and exam/resit opportunities are offered. - In 2026-2027 exam/resit opportunities are offered. - From 2027-2028 onwards, the course is cancelled. <table><col style="width: 200px;"><col style="width: 120px;"><col style="width: 120px;"><col><thead><tr><th>Academic Year</th><th>Education</th><th>Exam/Resit</th><th>Replacement(s)</th></tr></thead><tbody><tr><td>2024-2025 - 2025-2026</td><td>X</td><td>X</td><td> </td></tr><tr><td>2026-2027</td><td> </td><td>X</td><td> </td></tr><tr><td>2027-2028 onwards</td><td> </td><td> </td><td> </td></tr></tbody></table> TRANSITIONAL REGULATIONS <ul class="trcohorts"> - Master Human Decision Science [2022-2023 and earlier] - From 2023-2024 onwards, the course is cancelled. <table><col style="width: 200px;"><col style="width: 120px;"><col style="width: 120px;"><col><thead><tr><th>Academic Year</th><th>Education</th><th>Exam/Resit</th><th>Replacement(s)</th></tr></thead><tbody><tr><td>2023-2024 onwards</td><td> </td><td> </td><td> </td></tr></tbody></table> TRANSITIONAL REGULATIONS <ul class="trcohorts"> - Master Learning and Development in Organisations [2024-2025 and earlier] - From 2025-2026 onwards, education and exam/resit opportunities are offered. <table><col style="width: 200px;"><col style="width: 120px;"><col style="width: 120px;"><col><thead><tr><th>Academic Year</th><th>Education</th><th>Exam/Resit</th><th>Replacement(s)</th></tr></thead><tbody><tr><td>2025-2026 onwards</td><td>X</td><td>X</td><td> </td></tr></tbody></table>
Teaching methods	PBL / Assignment / Papers / Groupwork
Assessment methods	Final Paper / Attendance / Participation / Assignment
Evaluation in previous academic year	For the complete evaluation of this course please click http://iwio-sbe.maastrichtuniversity.nl/rapporten.asp?referrer=codeUM

This course belongs to the following programme / specialisation

Master Business Research - No specialisation	In transition - Y1 Disc IB Org: Mgmt Change Cons
Master Business Research - Operations Research	In transition - Year 1+2 Elective Courses
Master Human Decision Science	Cancelled - Elective Courses
Master International Business - Accounting and Business Information Technology	Elective Courses
Master International Business - Entrepreneurship and Business Development	Elective Courses
Master International Business - Managerial Decision-Making and Control	Elective Courses
Master International Business - Information Management and Business Intelligence	Elective Courses
Master International Business - Marketing-Finance	Elective Courses
Master International Business - Organisation: Management, Change and Consultancy	Compulsory Courses
Master International Business - Strategic Corporate Finance	Elective Courses
Master International Business - Strategic Marketing	Elective Courses
Master International Business - Strategy and Innovation	Elective Courses
Master International Business - Supply Chain Management	Elective Courses
Master International Business - Sustainable Finance	Elective Courses
Master Learning and Development in Organisations	In transition - Compulsory Courses
SBE Exchange Master	Master Exchange Courses
SBE Non Degree Courses	Master Courses