

# Course Descriptions Master 2020-2021

Course Title Supporting Learning at the Workplace  
 Course Code EBC4100  
 ECTS Credits 6,5  
 Assessment Whole/Half Grades

Period	Start	End	Mon	Tue	Wed	Thu	Fri
5	12-4-2021	28-5-2021		X			X

Level Advanced  
 Coordinator Wendy Nuis, Melanie Feeney For more information: w.nuis@maastrichtuniversity.nl; melanie.feeney@maastrichtuniversity.nl

Language of instruction English

Goals  
 Specific competencies  
 (1) Position learning and development as part of the organisational strategy  
 Specify the contribution of development and training to organisational development and strategic positioning of the organisation  
 Design for learning in organisations on the level of individuals, teams and organisation  
 Identify and improve organisational culture and values supportive for learning and development  
 (2) Develop a learning and development policy  
 Understand learning of individuals and workgroups in organisations  
 Identify training and development needs (on individual, team and organisational level)  
 Devise HRD policies and implementation plans  
 Implement HRD plans (including the 'make or buy' decisions on training programmes)  
 Evaluate the contribution and role of HRD to an organisation  
 (3) Manage the quality of the learning and development-function  
 Introduce improvements to HRD in an organisation  
 Monitor and control the use of resources  
 Accountability: monitoring the (cost) effectiveness of learning and development programmes

Generic competencies:  
 Awareness of broader context  
 Problem-solving skills  
 Interpersonal and team-working skills  
 Project management

Description  
 PLEASE NOTE THAT THE INFORMATION ABOUT THE TEACHING AND ASSESSMENT METHOD(S) USED IN THIS COURSE IS WITH RESERVATION. THE INFORMATION PROVIDED HERE IS BASED ON THE COURSE SETUP PRIOR TO THE CORONAVIRUS CRISIS. AS A CONSEQUENCE OF THE CRISIS, COURSE COORDINATORS MAY BE FORCED TO CHANGE THE TEACHING AND ASSESSMENT METHODS USED. THE MOST UP-TO-DATE INFORMATION ABOUT THE TEACHING/ASSESSMENT METHOD(S) WILL BE AVAILABLE IN THE COURSE SYLLABUS. The central question in this course is: how to organize Learning and Development (L&D) as strategic tools in an Organisation? The course focuses on how issues of Professional Learning, Training and Development (L,T&D) are dealt with in organisations and the challenges they face when (re-)designing, implementing and evaluating L,T&D programs or tools. More specifically, the course addresses how organisations connect L, T&D to their strategic plans in order to make Professional Learning a strategic tool in itself.

Objectives  
 •Being able to analyse the contextual factors within and outside an Organisation that influence how an Organisation positions and develops L&D trajectories  
 •Understanding various tools for supporting L&D and being able to define the criteria for selecting appropriate tools within the context of an Organisation  
 •Being able to formulate and argue upon suggestions for the design of L&D trajectories, taking into account the insights concerning the context of an Organisation (e.g., labour market, external environment of an Organisation), theories of learning and development, and the role of the Organisational mission and strategic plans

Didactical concept  
 The course is organised as an integrative project. The students take the role of (HRD) consultant, and work in a project team on a project provided by the organisation. The project assignment requires students to analyse the action(s) an organisation takes (or not) in order to "Support Learning and Development on the workplace". Therefore they make an analysis and evaluation of a specific learning and development problem of a particular organisation. Feedback with an organisational coach, the academic coaches and the tutor support students in this integrative project. Students present and report their findings and recommendations for design and implementation to the peer student teams, the clients (organisations providing the project) and the planning group of this course.

Literature  
 Compulsory reading: Dochy, F., Gijbels, D., Segers, M., & Van den Bossche, P. (2011). Theories of learning for the workplace. Building blocks for training and professional development programs. New York: Routledge. In addition, the literature studied during the other courses as well as novel literature searched for by the students will be necessary input for the integrative project.

Prerequisites  
 This course is NOT open for NON master MOL students!

Teaching methods  
 PBL / Presentation / Assignment / Groupwork

Assessment methods  
 Final Paper

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 Learning and Development in Organisations Compulsory Course(s)