

# Module Guide: Understanding Collaboration

## Module details

Did you know that, on average, corporations are active in twenty cross-sector partnerships with non-governmental or public organizations?

“Partnerships, defined as intersectional collaboration between parties with a sustainability goal, are the most institutionalized form of dialogue and interaction with stakeholders.” (Van Tulder, Van Tilburg, Francken & Da Rosa, 2014)

In this module, students explore multi-stakeholder collaboration as a true 21st century skill. Not only between professionals, but also between organizations. For instance in mergers and acquisitions, but primarily in cross-sector partnerships and so-called mash-ups. Understanding what works and doesn't work in such partnerships is crucial for the success of the collaboration. In this module students use existing data sets to do quantitative research about the collaboration and performance of multi-stakeholder partnerships. By developing a research proposal, executing and analyzing the research and developing recommendations for the collaboration process, you will be able to identify the crucial factors for the performance of partnerships between organizations and develop recommendations for businesses that consider embarking on a partnership journey.

## Module details

- Understanding Collaboration - MIBU-3UNCO-19
- School Year 2019-2020
- Semester 3 Term A&B
- Obligatory Second Year module (IB)
- Lecturers: Johan van Berkel, Alija Ibrahimovic, Edwin Weesie
- Module coordinator: Gabi Spitz

## 1. Program Learning Outcomes

In the module Business Research: Understanding Collaboration you will increase your knowledge with regard to cross sector and intercultural collaboration as well as your research skills. This is in line with the following Programme Learning Outcomes:

- Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion.
- Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals.

- Assess the effect of cultural differences on organisational behaviour and strategic choices.
- Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based feasible solution.

## 2. Description of student activities

During the Module Understanding Collaboration, students are offered Conference Talks, Tutorials and Worklabs. These activities support students to complete the following 3 elements of the module:

1. Developing a research proposal, including a literature review
2. Execution of the quantitative research, including quantitative data analysis.
3. Research report with recommendations, to be presented.

## 3. Assessment, Resits & Exemptions

A final group assignment will be used to test to what extent you have mastered the above mentioned skills. Your group also needs to share the logbook, including sprint plans, in order to provide information about the group process.

### Assessment Type - description

Students will be graded based on the group report they produce and their individual performance during the group interview about their report:

- Group assessment 70%: group “report”
- Individual assessment 30%:

30 minutes interview for the group about their report: at least 3 questions per student. Students can be asked questions are about every topic in the report. Students need to pass with 5.5 of group on Group assessment, other wise there will be no individual assessment

Furthermore:

- Deadline submitting written report: to be announced.
- The assessment rubric can be found in annex 1.
- There are no exemption possibilities for this module.

Resit requirements

If the report is a fail the team can repair their written report for the resit. If a member fails the individual interview, even though the group report was graded 5.5 or higher, this person will fail the whole module. They will have to do an individual resit assignment.

## 4. Study Load

This module is worth 5 EC. (1EC = 28 hours)

### Contact hours:

- Conference talks, tutorials, work labs, digital consultation hours 22,5

### Self-study hours:

- Reading obligatory materials 32
- Project work and report writing 78
- Preparation pitch and individual interview 7,5

**Total hours 140**

## 5. Program: Weekly overview

Week	Obligatory reading	Topics
<b>Week 1</b>	<a href="#">MSP Guide Chapter 1 + 2</a>	Why understanding collaboration matters? (Conference talk)
	<a href="#">Davies &amp; Hughes, Doing a Successful Research Project, Chapter 1</a>	Designing a quantitative research project
<b>Week 2</b>	<a href="#">Article Kramer &amp; Porter, Harvard Business Review, Creating Shared Value</a>	Sustainability & stakeholder management (conference talk)
	<a href="#">Davies &amp; Hughes, Doing A Successful Research project, Chapter 5 and 6</a>	Basics of a good research proposal
<b>Week 3</b>	<a href="#">Harvard Business School, Collaborating Across Cultures.</a>	The role of culture in inter-organizational collaboration (Conference talk)
	Youtube videos University of Maryland	Standing on the shoulders of giants: literature review

	Literature Review video 1 and 2	
<b>Week 4</b>	Davies & Hughes, Doing A successful Research project, Chapter 8	Data Analysis 1.0 Reporting quantitative research
<b>Week 5</b>	Davies & Hughes, Doing A Successful Research Project, p. 130 - 139	Data Analysis 2.0
<b>Week 6</b>	Davies & Hughes, Doing A Successful Research Project, p. 251 - 264	Assessment

## 6. Instructional methods / Didactical forms

- Conference talks / guest speakers: inspirational (guest speaker) talks and case studies
- Tutorials: discussion materials read and doing exercises applying the concepts/ tools studied.
- Work labs: working on your project with opportunity to ask questions to coach.
- Digital consultation
- Formative feedback – during the work labs

## 7. Materials and literature

### Obligatory reading:

- Brouwer, H. & Woodhill, J. (2014). *The MSP Guide: how to design and facilitate Multistakeholder Partnerships*. Wageningen: Wageningen University Press [http://www.mspguide.org/sites/default/files/case/msp\\_guide-2016-digital.pdf](http://www.mspguide.org/sites/default/files/case/msp_guide-2016-digital.pdf)
- Davies, M. & Hughes, N. (2014). *Doing a successful research project*. New York: Palgrave Macmillan
- A selection of articles and videos: please see Canvas.

### Additional reading materials / toolkits:

- Van Tulder, R. Van Tilburg, R., Francken, M. & Da Rosa, A. (2014). *Managing the transition to a sustainable enterprise: lessons from frontrunner companies*. New York: Routledge