COURSE GUIDE

UNIVERSITY
OF APPLIED SCIENCES

PO Box 85029
3508 AA Utrecht
The Netherlands

T: +31 88 481 62 00
F: +31 88 481 62 05
www.hu.nl

Course Code: MIBU-3UNCO-24
Academic Year: 2024 - 2025
Term: Term A (regular) and B (resit); Term C (Fast Track) and D (resit)
Course Status: Obligatory Second Year module (IB)
Program Leader: Johan van Berkel
Author: Johan van Berkel
Teachers: Johan van Berkel, Natasha Janssens, Hao Zhang
Room: Heidelberglaan 15, 4.002
E-mail: johan.vanberkel@hu.nl
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MIBU-3UNCO-24 Understanding Collaboration

Contents

1   Course description

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 analysing 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.

2   Program / Module 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 Program Learning Outcome:
- PLO 1 International Business Opportunities
  The IB professional defines international business opportunities and recommends possible strategies for the organization to capitalize on these in a sustainable manner in the role of a researcher.

The student can by using SPSS:

- Create different types of tables and charts of a given data set;
- Calculate characteristics of a variable;
- Perform a Chi-square test to test significant differences between the outcomes of two groups for nominal variables;
- Perform a Mann-Whitney test to test significant differences between the outcomes of two groups for ordinal variables;
- Perform a t-Test to test significant differences between the outcomes of two groups for scale variables.

The student can:
- Define a problem statement, research question and sub-questions;

- Find relevant literature about the defined problem statement;
- Describe the methodology how to analyze the given data (from the World Value Survey) to find answers on the sub-questions;
- Draw correct conclusions from created tables, charts and different tests for differences between the data of two countries;
- Formulate an answer on the sub-questions and the research question;
- Formulate recommendations for the company based on the analysis and literature.

3 Place in the related courses

Understanding Collaboration is the first part of Semester 3 courses:
Strategic Collaboration
In the module Understanding Collaboration students work with existing data sets and do quantitative research about the cross-cultural collaboration.
In the follow-up track, Mastering Collaboration, students build on the knowledge about the do's and don'ts of multi-stakeholder partnerships that they gained during the module 'Understanding Collaboration.'

4 Study Burden

The total study burden per student is 140 hours (5 EC). An approximate estimation of the expected workload can be seen in the following overview:

Tutorials attendance	(7 weeks x 3 hours):	21 hours
Weekly homework	(7 weeks x 14 hours):	98 hours
Exam preparation		18 hours
Exam		3 hours
Total		140 hours

5 Pre-requisites for entering the course

None

6   Exemption possibilities

None

7   Didactic forms

During the Module Understanding Collaboration, students are offered Tutorials and Worklabs. These activities support students to complete the following 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
4. Preparing for the individual exam

Weekly Overview

Week	Obligatory reading	Topics
Week 1	MSP Guide Chapter 1 + 2	Why understanding collaboration matters?
	Davies & Hughes, Doing a Successful Research Project, Chapter 1	Designing a quantitative research project Literature Review
Week 2	Article Kramer & Porter, Harvard Business Review, Creating Shared Value	Basic Statistics Characteristics, Tables and Charts
	Davies & Hughes, Doing A Successful Research project, Chapter 5 and 6	World Value Survey and SPSS
Week 3	Harvard Business School, Collaborating Across Cultures.	Representativeness Population and Sample
	Youtube videos University of Maryland Literature Review video 1 and 2	Chi-square Test
Week 4	Davies & Hughes, Doing A successful Research project, Chapter 8	Mann Whitney Test t-Test
Week 5	Davies & Hughes, Doing A Successful Research Project, p. 130 - 139	Tree-map analysis and Correlation
Week 6	Davies & Hughes, Doing A Successful Research Project, p. 251 - 264	Handing in report
Week 7		Sample exam

8A   Assessment - Regular sit

Assessment Type - description
Students will be graded based on the group report they produce and their individual assessment:
- Group assessment   50%: group report
- Individual assessment   50%: individual exam

Students need to pass with at least 5.5 for the group assessment and with at least 5.5 for the individual exam

During the individual exam (centrally organized) the student has to answer at least 15 MC questions correct out of the 24 questions. A sample exam can be found on the Canvas site. The environment in which the exam is made is TestVision, where the student only has access to SPSS and the data files to be used for answering the questions. There is no access s to the internet during the exam. The individual exam will take place in week 9 of Term A (for Fast track week 9 of Term C)

Furthermore:
- The group report should be handed in via GradeWork;
- Deadline submitting written report: Friday October 11th before midnight;
  For the fast track the deadline is: Friday March 21st 2025 before midnight
- The content of the group report can be found in Appendix 1;
- The assessment rubric can be found in Appendix 2.

8B   Assessment – Re-sit

If the report is a fail the team can repair their written report using the feedback of the teacher for the re-sit.
The deadline for the re-sit report is Friday December 20th.
The deadline for the re-sit report for the fast track is Friday May 30th 2025

If the individual exam is a fail the re-sit exam will be during week 9 of Term B.
For the fast track is will be during week 10 of Term D.

Assessments criteria and weighting for the re-sit is the same as for the original assessments.

8C   Plagiarism / Generative AI statement

The report does not score more than a 15% level of plagiarism in Gradework

9   Materials and literature

Obligatory reading:
- Brouwer, H. &. Woodhill, J. (2014). *The MSP Guide: how to design and facilitate Multistakeholder Partnerships*. Wageningen: Wageningen University Press The MSP Guide | Multi-Stakeholder Partnerships
- 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

10 Course Evaluation

The course will be evaluated during week 6 or 7 of the term via Evalytics. Following the completed course evaluation forms received in Week 7, the course will be re-assessed and the results will be used as input for any course improvements.

Appendix 1 Basic elements for a Research Report

Module: Understanding Collaboration

Submissions should be maximum 5,500 words, not including cover page, reference list and appendices. Many of the sections of your report are similar to the proposal (don't forget to write the methodology part in the past tense instead of the future tense), but the final version should reflect feedback and newer information or thoughts you might have after conducting your research.

The deadline for the report is Friday October 11th at midnight.

Cover, title page and document presentation	This page creates a first impression -- be clear and creative. Don't forget to include all your names, student numbers, teacher and class number. Don't number the cover page.
Executive summary	Briefly describe the document in no more than 250 words.
Table of Contents	This is essential to keeping your document organized.
Introduction (500 words)	Provide Background about the company and the purpose of the report.
	Describe topic, why you chose it and why it's important.
	Problem statement: explain the subject area you researched for the company. Discuss the problem that the company faces. Why is it a problem? Why do you think it is worth researching? Remember: it is not about an external problem, but the research is about the collaboration project/process.
	Introduce main research question and sub questions. Explain the research objective (for the company).
	Be enthusiastic about your interest and make the reader enthusiastic too! Include a short reader's guide: a few sentences that explain the structure of the report. What will be included in each section?
Literature review (1500 words)	Present and discuss in detail the literature you have found related to your area. Show what is known about your topic and what is not known (gaps).

Research design (750 words)	Describe in detail the research strategy you are using to conduct your research. Data collection strategy: Did you use a qualitative or quantitative approach? Why? What methods did you use? Participants: describe the sample and the research population. What can you say about the representativeness of your sample? Data analysis strategy: What data analysis strategies did you use to analyze the quantitative data?
Research findings (750 words)	A detailed presentation of the data collected in all phases of your research. The findings should cover at least 5 variables from the WVS data related to collaboration and/or culture, with a maximum of ten. Relevant tables and graphics are included here. Tests for significant differences between the two countries. Do you present a reasonable interpretation of the results?
Discussion / analysis (750 words)	The discussion presents the researcher's interpretation of the findings and is a 'spin-off' of the findings, It explains what your findings mean and relates this to the literature (where a your findings overlapping with the literature, where did you find very different results/new information?)
Conclusions (500 words)	This section can be brief but should include clear answers to your research questions and key message(s) that you want the reader to understand. Make sure not to include any new information.
Recommendations (500 words)	In this section you describe at least three realistic recommendations for the company. Take into account planning and potential costs/benefits of your recommendations.
Appendices	The appendices can vary but might include: • Survey • Tables • Other relevant items
References (at least 20)	In addition to the references you use in your literature review, you should consider other sources that may support your work (e.g. in your research design), so your final bibliography should be larger to at least 20 references.

Appendix 2 Rubric

Criteria	Good	Satisfactory	Unsatisfactory
Cover page and layout of report	5 to > 3 pts It appeals and is original/creative	3 to > 2 pts Correct display	2 to > 0 pts Incorrect/insufficient display
Executive summary	10 to >7 pts It appeals and is original/creative	7 to > 5 pts Correct display of content	5 to > 0 pts Incorrect/insufficient display of content
Table of content	5 to > 3 pts Correct way of presenting the chapters, sub-chapters, page numbers e.o.	3 to > 2 pts Reasonable way of presenting the chapters, sub-chapters, page numbers e.o.	2 to > 0 pts Table of content is missing and/or a not structured way of presenting chapters e.o.
Introduction	10 to > 7 pts Good description of background of the company and the purpose of the report. Correct problem statement. Correct main and sub-questions.	7 to > 5 pts Reasonable description of background of the company and the purpose of the report. Problem statement is nearly correct. The research question and the sub questions are (partly) related to the problem statement.	5 to > 0 pts Background description of company is vague and or not complete. Problem is not clear described and the research question and sub questions do not relate to the problem statement.
Literature review	10 to > 7 pts The information derived from the literature study is summarized well and a good degree of connection is made to the research question and/or the conceptual model. The level of the selected literature is appropriate and the literature is up-to-date.	7 to > 5 pts The information derived from the literature study is summarized and a reasonable degree of connection is made to the research question and/or the conceptual model. The level of the selected literature is reasonably appropriate and the literature is mainly up-to-date.	5 to > 0 pts The information derived from the literature study is summarized in a way that is flawed and no or insufficient connection is made to the research question. The selected literature is of an insufficiently high level and out of date without any good reason for this.

Research design	10 to >7 pts The description of the design of the research is clear and coherent and it is possible to understand fully what the researcher did. The method of data analysis used is (very) clear and fully substantiated.	7 to > 5 pts The description of the design of the research is sufficiently clear and coherent and it is generally possible to understand what the researcher did. The method of data analysis used is predominantly clear and fully substantiated.	5 to > 0 pts The description of the design of the research is unclear or incomplete; i.e. insufficient information is provided to form a clear understanding of what the researcher did. The method of data analysis used is unclear and/or insufficiently substantiated.
Research findings	20 to > 15pts With visible reference to the data collection methods and the analysis process, the student present clear findings of the research.	15 to > 10 pts With mostly visible reference to the data collection methods and analysis process, the student presents relatively clear findings of the research.	10 to > 0 pts The student does not present clear findings, resulting from a description of the data collection methods and data analysis.
Discussion	10 to >7 pts A number of clearly described points of attention or implementation of the solution to the problem are based on lliterature and data analysis.	7 to > 5 pts A number of clearly described points of attention or implementation of the solution to the problem are visible. These are partly based on literature and data analysis.	5 to > 0 pts The points of attention for implementation of the solution to the problem have not been mentioned and are not visibly based on the result of literature and data analysis.
Conclusions	5 to > 3 pts The main question and secondary questions have been answered appropriately and in full. The conclusions are directly related to the results of the empirical research and are interpreted using references.	3 to > 2 pts The main question and secondary questions have been answered partly. Some of the conclusions are directly related to the results of the empirical research and are interpreted using references.	3 to > 2 pts The main question and secondary questions have not really been answered. The conclusions are not related to the results of the empirical research and are not interpreted using references.

Recommendations	10 to > 7 pts The recommendations are fully derived from the results and/or the conclusions of the research.	7 to > 5 pts The recommendations are generally related to the results and/or the conclusions of the research.	5 to > 0 pts The recommendations bear little or no relationship to the results and/or the conclusions of the research.
References	5 to > 3 pts Important references are correctly integrated	3 to > 2 pts References are present, sufficient, and correct	2 to > 0 pts Lacking or incorrect reference