

Module Guide: Mastering 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.

In this track, students built on the knowledge about the do's and don'ts of multi-stakeholder partnerships that they gained during the module 'Understanding collaboration.' Together with other students, they participated in a simulated multi-stakeholder partnership related to the (parallel) module on responsible value chains. Students represent a company or NGO looking for a partnership and identify the organization's goals, search and select a partner, negotiated the partnership's mission, resources, planning etc. After that they develop a contract and budget for the partnership, which helps students to understand more about the legal and financial context of collaboration. By keeping a 'logbook', the group could document all the choices and steps made in the process.

Module details

- Mastering Collaboration - MIBU-3MACOL-18
- School Year 2018-2019
- Semester 3 Term C & D
- Obligatory Second Year module (IB)
- Lecturers: Gabi Spitz, Bregje Snel, Beverly Pasion

1. Program Learning Outcomes

In the module Mastering Collaboration you will develop the skills that are needed to set up a cross sector partnership. This is in line with the following Programme Learning Outcomes:

- Create innovative ideas in a changing business environment in a systematic fashion.
- Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals.
- Mitigate the pitfalls of cultural differences in business and social contexts.
- Assess the effect of cultural differences on organisational behaviour and strategic choices.
- Incorporate developments of the digital landscape in a marketing strategy.

2. Description of student activities

During the Module Mastering Collaboration, students are offered Conference Talks, Tutorials and Worklabs. These activities support students to complete the following 5 elements of the module:

1. Market place: Understanding your organization and finding the right partner
2. Negotiation phase: reaching consensus on mission, deliverables etc
3. Contract phase: developing a smart contract
4. Project planning phase: developing a project plan
5. Evaluation phase: developing an evaluation strategy

Students receive a separate assignment description for each phase. At the end of the module, students hand in a group portfolio with logbook to show the different documents (contract, project plan, evaluation plan etc) and provide information about the group process.

In addition, students do a lessons learned group interview, that includes an individual assessment.

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 portfolio they produce and their individual performance during the group interview about their report:

- Group assessment 70%: group “portfolio”
- Individual assessment based on lessons learned interview 30%:

30 minutes interview for the group about their report: at least 3 questions per student. Students can be asked questions 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 portfolio: June 21st
- 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
Week 1		Assessment Understanding Collaboration
Week 2	none	Introduction collaboration and value chains
		The negotiation process, assignment benefits map
		The legal aspects of cross-sector collaboration. Assignment: draft contract
Week 3	Shared in class, to be announced. Beverly Pasion	The key to success: project management
		Making your project plan, including planning and budget.WBS PBS

Week 4	Shared in class	Analysing the collaboration risks
		Evaluating your partnership.
Week 5	21 June	Report
	25 June	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.
- 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
- 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

