



# Module guide:

## 2.5: Developing Collaborative

Programme: BA (Hons) Professional Management

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## Module details

**Module title:** Developing Collaborative Relationships  
**Module code:** 2.5  
**Module level:** 5  
**Credit value:** 20  
**Assessment:** Assignment, reflective review, portfolio evidence  
**Learning duration:** 7 weeks

## Introduction

Welcome to this module on Developing Collaborative Relationships. This is your reference guide to the content and assessment of this module.

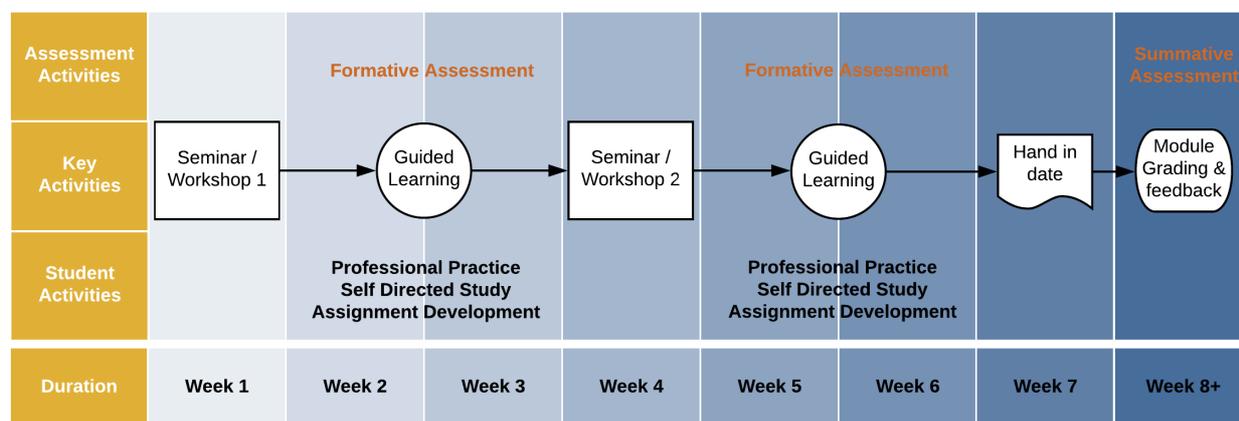
By successfully completing this module, you will be able to:

- 2.5 (1) Evaluate the principles of stakeholder, customer, supplier engagement and management used in organisations
- 2.5 (2) Assess the benefits and challenges of cross-functional working and identify areas for improvement
- 2.5 (3) Demonstrate building rapport and trust through developing and maintaining networks and relationships with a range of people from diverse backgrounds
- 2.5 (4) Demonstrate collaborative working with internal and external stakeholders using negotiation and conflict resolution techniques.

In order to achieve these learning outcomes, you will need to demonstrate you can build rapport and trust with a range of people from diverse backgrounds and be able to negotiate and overcome conflict with internal and external stakeholders. You will evaluate the principles of stakeholder, customer, supplier engagement and management and assess the benefits of cross-functional working. Your tutor is there to guide and support you throughout this module, offering advice and guidance where applicable.

## Learning strategy

The learning outcomes will be achieved through a combination of seminars, workshops, tutorials, self-directed study, professional practice and reflective review. The learning journey for this module is illustrated below:



## Module guidance

In order to complete this module, you will be required to provide the following:

1. A written assignment of no more than 2000 words.
2. A reflective account of your assessment of collaborative working with different stakeholders
3. Three pieces of portfolio evidence consisting of:
  - Observation of collaborating with stakeholders
  - Witness statement negotiating with stakeholders
  - Networking

## Assessment guidance

This module will be assessed through an assignment demonstrating your understanding stakeholder management, engagement and cross-functional working. You will have the opportunity to develop collaborative relationships with a range of key internal and external stakeholders.

The table below provides an overview of the assessments and how they will be used towards your overall module grade.

Components	Assessment method	Learning outcome	Overview of activity	Marking scheme
Assessment 1	1. Report	2.5 (1) 2.5 (2)	Complete an academic report of 2000 words demonstrating your understanding of the principles of stakeholder engagement and cross-functional working	Marked and graded (40% pass mark)
Assessment 2	1. Reflective review	2.5 (4)	Reflection activity on how you have used negotiation and conflict resolution techniques when developing working with internal and external stakeholders.	Threshold (A pass must be achieved)
Assessment 3	Portfolio evidence: 1. Observation 2. Witness statement 3. Work products of networking	2.5 (3)	Gather evidence for your portfolio in order to show that you are able to build rapport and trust with a range of people from diverse backgrounds.	Threshold (A pass must be achieved).

You will be required to complete all 3 components and achieve a pass for each in order to successfully complete the module.

## Before you start....

### What is expected of you:

- Read through and make sure you understand the requirements of the module. Please feel free to ask your tutor any questions if you are not sure or require further clarification. This can be done in person, by email or telephone.
- Ensure that you are aware of hand in dates for your work. If you feel you will not be able to meet these deadlines, please discuss with your tutor who may be able to arrange for an extension. It is essential that you allow time for this and not leave it until the last moment unless of extenuating circumstances.
- Always keep a soft or hard copy of your work.
- Ensure you have completed your individual self-reflections.
- Ensure you have completed all tasks within the allocated timescale. It is highly recommended that you attend the tutorial sessions and keep in touch with your tutor who will support you through your module. If we are not aware of problems you may be having, we will not be able to help you.

## Assessment 1

**Assessment type:** Assignment (Report)

**Learning outcome:** 2.5 (1) Evaluate the principles of stakeholder, customer, supplier engagement and management used in organisations  
2.5 (2) Assess the benefits and challenges of cross-functional working and identify areas for improvement

**Overview:** Complete a written report demonstrating your understanding of stakeholder engagement and cross-functional working.

**Marking scheme:** Marked and graded

### Task:

You are required to complete an academic report of no more than 2000 words as detailed below and demonstrating your understanding of stakeholder engagement. This should be presented electronically in Microsoft Word format, and include:

- Referencing in the Harvard style
- A full reference list
- A bibliography of reading and research you have carried out

Your report should provide a response to the following instructions:

1. Explain and evaluate the principles of:
  - a. stakeholder,
  - b. customer,
  - c. supplier engagement
  - d. managementused in organisations.

You should try and link the theory to practice within your own organisation. You may wish to include a stakeholder mapping diagram to help you prioritise the importance and needs of your organisation's stakeholders.

2. Identify cross-functional teams within your organisation and explain their purpose
3. Critically assess the benefits and challenges of cross-functional working and link this to best practice in organisations
4. Based on your assessment, identify areas for improvement in cross-functional working within an organisation
5. Produce at least three recommendations for improvement in cross-functional working, based on your evaluation and assessment.

## Marking and grading

Your assignment will be marked and graded in line with UCQ's marking and grading guidelines which are in your student handbook. Specific to this task, you will be scored on the task elements detailed above, and summarised as follows:

1. Report structure and inclusion of the specified elements (word count, spelling and grammar, referencing and bibliography)
2. Evaluation of principles of stakeholder management and engagement
3. Assessment of benefits and challenges of cross-functional working
4. Links to your own organisations and recommendations to improve practices.

You will need to achieve a minimum pass of 40% in this assessment. A summary of the specific criteria that will be used to grade your work is shown in the table below.

Grade type	Grade criteria	% band
Excellent pass	<ul style="list-style-type: none"> <li>• Professionally produced academic report demonstrating accurate formatting including all required elements to a high standard with few errors</li> <li>• Extensive and relevant research linking theory to practice in relation to the principles of stakeholders, customers, supplier engagement and management is used to support the analysis and evaluation</li> <li>• A critical evaluation of the principles of stakeholders, customers, supplier engagement and management linking theory to practice is demonstrated</li> <li>• A comprehensive stakeholder mapping document has been completed and accurately used to prioritise their needs</li> <li>• An extensive identification of cross-functional teams within own organisation with their purpose fully explained is shown</li> <li>• Critical assessment of both the benefits and challenges of cross-functional working with extensive and accurate links to best practice in organisations</li> <li>• Well-informed judgements and good quality arguments are used to identify areas for improvement in cross-functional working within the organisation</li> <li>• Three viable and justified recommendations are made with explicit links to the identified improvements in cross-functional working.</li> <li>• Accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.</li> </ul>	70%+
Very good pass	<ul style="list-style-type: none"> <li>• Professionally produced academic report demonstrating mostly accurate formatting including most of the required elements to a high standard with few errors</li> <li>• Relevant research linking theory to practice in relation to the principles of stakeholders, customers, supplier engagement and management is used to support the analysis and evaluation</li> </ul>	60%-69%

	<ul style="list-style-type: none"> <li>• A critical evaluation of the principles of stakeholders, customers, supplier engagement and management linking theory to practice is demonstrated</li> <li>• A detailed stakeholder mapping document has been completed and accurately used to prioritise their needs</li> <li>• A detailed identification of cross-functional teams within own organisation with their purpose explained in some detail is shown</li> <li>• Thorough assessment of both the benefits and challenges of cross-functional working with mostly accurate links to best practice in organisations</li> <li>• Informed judgements and mainly good quality arguments are used to identify areas for improvement in cross-functional working within the organisation</li> <li>• Three mainly viable and justified recommendations are made with good links to the identified improvements in cross-functional working.</li> <li>• Mostly accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.</li> </ul>	
Good pass	<ul style="list-style-type: none"> <li>• Somewhat professionally produced academic report demonstrating some accurate formatting including most of the required elements to a good standard with few errors</li> <li>• Some relevant research linking theory to practice in relation to the principles of stakeholders, customers, supplier engagement and management is used to support the analysis and evaluation</li> <li>• An adequate evaluation of the principles of stakeholders, customers, supplier engagement and management linking some theory to practice is demonstrated</li> <li>• An adequate stakeholder mapping document has been completed and used to prioritise their needs</li> <li>• An adequate identification of cross-functional teams within own organisation with their purpose explained in some detail is shown</li> <li>• Some assessment of some of the benefits and challenges of cross-functional working with some links to best practice in organisations is discussed</li> <li>• Some judgements and arguments are used to identify areas for improvement in cross-functional working within the organisation</li> <li>• Three justified recommendations are made with some links to the identified improvements in cross-functional working.</li> <li>• Mostly accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.</li> </ul>	50%-59%
Pass	<ul style="list-style-type: none"> <li>• Satisfactorily produced academic report demonstrating limited accurate formatting including few of the required elements to a reasonable standard with some errors</li> <li>• Some research with few links between theory to practice in relation to the principles of stakeholders, customers, supplier engagement and management is demonstrated</li> <li>• A basic evaluation of the principles of stakeholders, customers, supplier engagement and management linking little of the theory to practice is shown</li> </ul>	40%-49%

	<ul style="list-style-type: none"> <li>• A limited stakeholder mapping document has been completed and used to prioritise few of their needs</li> <li>• A basic identification of cross-functional teams within own organisation with their purpose somewhat explained</li> <li>• Limited assessment of few of the benefits and challenges of cross-functional working with few links to best practice in organisations is discussed</li> <li>• Basic judgements and arguments are used to identify areas for improvement in cross-functional working within the organisation</li> <li>• Less than three recommendations are basically justified with few links to the identified improvements in cross-functional working</li> <li>• Limited referencing using the correct Harvard referencing as in-text references, bibliography and references list.</li> </ul>	
Fail	<ul style="list-style-type: none"> <li>• Poorly produced academic report demonstrating few appropriate formatting techniques including few of the required elements to a poor standard with many errors</li> <li>• Poor research with no links between theory to practice in relation to the principles of stakeholders, customers, supplier engagement and management</li> <li>• A weak description of the principles of stakeholders, customers, supplier engagement and management linking little of the theory to practice is discussed</li> <li>• An inadequate stakeholder mapping document has been completed and does not provide the needs of the stakeholders</li> <li>• A weak identification of cross-functional teams within own organisation with their purpose somewhat explained</li> <li>• Poor assessment of few of the benefits or challenges of cross-functional working with few links to best practice in organisations is shown</li> <li>• Basic judgements and arguments are used to identify areas for improvement in cross-functional working within the organisation</li> <li>• Less than two recommendations are identified with few links to the identified improvements in cross-functional working</li> <li>• Little or no evidence of referencing using the correct Harvard referencing as in-text references, bibliography and references list.</li> </ul>	0%-39%

## Assessment 2

**Assessment type:** Reflective review

**Learning outcome:** 2.5 (4) Demonstrate collaborative working with internal and external stakeholders using negotiation and conflict resolution techniques

**Overview:** Reflective review exercise on negotiation and conflict resolution techniques.

**Marking scheme:** Threshold (A pass must be achieved)

### Task

You are required to complete a reflective review for this module that demonstrates how effective you have demonstrated collaborative working with both internal and external stakeholders. Your review should also consider how effectively you have used negotiation and conflict resolution techniques. Before you start your reflection, you should research at least two models of negotiation and two models of conflict resolution (for example, Thomas Kilman) and best practice. You should use these as a basis for your reflection.

A template will be provided for this asking you to discuss what you have found out from your assessment of innovation and enterprise within your own organisation allowing you to reflect on this experience, learn from the experience and then plan and try out what you have learned. There is no formal word count for this task, but as a guide, 750 words in total would be appropriate.

### Marking and grading

Your reflective review is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Presentation of your reflective review	<ul style="list-style-type: none"> <li>▪ Use of a clear structure</li> <li>▪ Accurate spelling and grammar</li> <li>▪ Visually appealing presentation</li> <li>▪ Inclusion of relevant models of negotiation and resolution</li> </ul>
Summary of new learning	<ul style="list-style-type: none"> <li>▪ Personal account that is informed from reading/theory using appropriate negotiation and conflict resolution models and best practice</li> <li>▪ Accurately referenced</li> </ul>
Reflective review content	<ul style="list-style-type: none"> <li>▪ Appropriate to module</li> <li>▪ Your own personal experience</li> <li>▪ Reflecting on situation and discussing it</li> </ul>
Action plan	<ul style="list-style-type: none"> <li>▪ Clear structure</li> <li>▪ Accurate spelling and grammar</li> <li>▪ SMART objectives for action plan</li> <li>▪ Review period for action plan</li> <li>▪ Linked to ongoing personal development</li> </ul>

## Assessment 3

**Assessment type:** Portfolio evidence

**Learning outcome:** 2.5 (3) Demonstrate building rapport and trust through developing and maintaining networks and relationships with a range of people from diverse backgrounds

**Overview:** Gather evidence for your portfolio in order to show that you are able to demonstrate rapport and trust through networking with a range of people from diverse backgrounds.

**Marking scheme:** Threshold (A pass must be achieved)

### Task

You are required to complete portfolio tasks and collect evidence to demonstrate your knowledge and understanding of the subject area. Each of the three individual tasks are detailed below.

#### 1. Witness statement

Your witness statement is part of your portfolio evidence and should demonstrate your ability in building rapport and trust when developing or maintaining networks with a range of people from diverse backgrounds.

You are required to ask for a witness statement from one of the following people within your organisation:

- Your direct line manager
- A senior manager
- An internal or external stakeholder

A sheet of questions and guidance will be provided and you should give this to a peer who should complete it, providing constructive feedback about you, relating to a specific example where you have demonstrated your ability to build rapport and trust.

Following receipt of the witness statement, you should analyse and reflect on it. Finally, you will be required to draw up an action plan on how you intend to develop any areas that have been identified as learning opportunities.

## Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Witness statement	<ul style="list-style-type: none"><li>• An appropriate person is selected, and then completes the witness statement</li></ul>
Analysis	<ul style="list-style-type: none"><li>• Analysis of the witness statement documented in a structured and logical manner</li></ul>
Personal action plan	<ul style="list-style-type: none"><li>• Clear structure</li><li>• Accurate spelling and grammar</li><li>• SMART objectives for personal action plan</li><li>• Review period for action plan</li><li>• Linked to ongoing personal development</li></ul>

## 2. Observation

Arrange for a formal observation to take place with your tutor. This will take place in your workplace and observe you working with others when developing or maintaining networks which include a wide range of people from diverse backgrounds.

The focus of the observation will be to see that you can demonstrate the ability to build rapport and trust.

This observation will last for approximately one hour and will result in a written report being produced by your tutor.

## Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Build Rapport	Demonstrate that you can work with others in a network (for example, online or face to face) with a range of people from diverse backgrounds
Build Trust	Show that you can build trust with a range of people from diverse backgrounds

### 3. Work product evidence

You will be asked to gather a range of evidence that has naturally occurred in the workplace as a result of day to day activities taking place, specifically related to networking.

The evidence you chose to gather is at your discretion, but typically evidence may include:

- Photographs of you attending a network meeting
- Screen shots of you contributing to a network
- Video evidence of you maintaining a network

In all instances, the evidence must show your own individual contribution and how you have benchmarked your data using appropriate tools and techniques. Against each item of evidence, you should provide a brief description and a justification of why you have included it to demonstrate your skills.

### Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Gathering of evidence	At least three separate pieces of evidence have been gathered and described.
Justification	Each piece of evidence has had its inclusion justified in terms of how it demonstrates collaborative working and networking.

## Module reading list

Caspersen, D. (2015) *Changing the Conversation: The 17 Principles of Conflict Resolution*. Profile Books

Cook, J. (n.d) *Negotiation: Essentials of Negotiation – How to Convince, Persuade and Influence anyone*. Kindle Ed. Amazon Media EU S.à r.l.

Freeman, R.E., et al. (2010) *Stakeholder Theory: The State of the Art*. Cambridge University Press.

Friedman, A.L., Miles, S. (2006) *Stakeholders: Theory and Practice*. Open University Press.

Mayfield, P.M. (2013) *Practical People Engagement: Leading Change Through the Power of Relationships*. 1<sup>st</sup> ed. Elleberth Publishing.

Patton, B., et al. (2011) *Difficult conversations: How to Discuss What Matters Most*. Viking

### **E Learning Resources**

<http://www.managers.org.uk>

Dr. Robert Cialdini and 6 principles of persuasion – available at: [http://www.influenceatwork.com/wp-content/uploads/2012/02/E\\_Brand\\_principles.pdf](http://www.influenceatwork.com/wp-content/uploads/2012/02/E_Brand_principles.pdf)

An Overview of the Thomas-Kilmann Conflict Mode Instrument – available at <http://www.kilmanniagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>