International Journal of Engineering and Information Systems (IJEAIS)
ISSN: 2643-640X
Vol. 5 Issue 11, November - 2021, Pages: 83-92

Collaborative Management and Performance of Real Estate Companies in Enugu Metropolis, Enugu State, Nigeria

Anthony Obiora Ude[1], Ekwochi, Eucharia Adaeze[2], Love Ogochukwu Ude[3], Chriscato Ikechukwu Ameke[4]

[1]PhD, Department Of Management, Faculty of Business Administration, University Of Nigeria, Enugu Campus
E-MAIL: obiora.ude@unn.edu.ng
[2]*PhD, M.Sc., MBA, B.Sc., PDE, IPMA, IRDI, IMPD,* Department Of Business Administration, Faculty Of Management Sciences
Enugu State University Of Science And Technology, Enugu
E-MAIL: eucharia.ekwochi@esut.edu.ng & ukalexgideon1@yahoo.com
[3]Department Of Accountancy, University Of Nigeria, Enugu Campus
E-MAIL: **ogochukwu.ude@unn.edu.ng**
[4]Unn Business School, University Of Nigeria, Enugu Campus,
Email: officeofhonameke@yahoo.com

Abstract: *The study investigated collaborative management and performance of real estate companies in Enugu Metropolis in Enugu state, South-East, Nigeria. The objectives of the study were to establish the extent to which leadership role is impacted on team commitment, identify the relationship between inter-organizational innovation and employee performance. The study adopted the survey design method and the sample size for the study was determined using Freud and William's formula and sample size of 233 was selected from a population of 4541. The study made use of primary and secondary data sources while primary data were collected through copies of structured questionnaire on a 5 point Likert Scale format while analyses were represented in tables and percentages. The hypotheses were tested using simple linear regression and Pearson product moment correlation coefficient. The study concludes that the importance of collaborative management strategy and real estate companies' performance justified their importance as a tangible asset in promoting and managing project performance. The findings revealed that there was a significant positive relationship between leadership role and team commitment ($r = 0.674$; $p < 0.05$) in the real estate companies; while it was discovered that inter organizational innovation positively affected the project employee performance ($r = 0.665$; $p < 0.05$) in the real estate companies. The study recommends among others that mechanisms should be adopted in encouraging collaborative efforts as collaborative advantage attained positively and significantly affected the employee interpersonal integration in the real estate companies***.

Keywords: Collaborative Management, Management, Performance

Introduction

Collaboration management is a technique that describes various management philosophies that enhance and promote a sense of unity and teamwork among various stakeholders within a business organization. This management style allows managers to combine their strength with the strength of other team members thereby ensuring that they collectively offset and mitigate available weaknesses of other team members. Collaboration management strategy is a rational plan in which managers contribute to operations and also create an enabling environment for view expression and contributions which positively increase the quality and reliability of shared information towards organizational success and progress. The degree of participation enhances commitment to the strategy and improvement on organizational goal attainment (Apostolakis, 2007).

Collaboration management argues that motivating people and companies is fundamental to business success. In the activities that matter most in today's economy; design, development marketing, sales, and projects would be difficult to be defined. Setting up business activities to get the results requires strategic challenge. In industries, it requires new ways of working with partners that break down traditional company boundaries and establish new roles and relationships which enables business to grow rapidly and achieve superior profits (Barber and Goold, 2014).

Firms increasingly face competitive pressures related to rapid and continuous adaptation to a complex, dynamic and highly interconnected global environment. Pressing challenges include keeping pace with shorter product life cycles, incorporating multiple technologies into the design of new products, creating products and services with customers and partners and leveraging the growth of scientific knowledge in many sectors (Fjeldstad, Snow and Miles, 2012). Businesses have shown themselves to collaborate as to compete. Many businesses are actively on the lookout for opportunities for collaboration. Hurley (2011) believes that collaboration management is a very important strategic option to actualize a business prospect in a veritable manner.

In this light, organizations under a collaborative management need to define their structures and operational actions. Collaboration management strategy has been seen as a useful theoretical mechanism when applied to joint activities of organizations. It is expressed as people's aspirations to come and act together. Enhancing the capacity of another organization requires sharing responsibilities, resources and risks. Collaborative management inspires and creates strategy developments, with the establishment of a series of collaborative schemes such as partnerships, strategic alliances, formal and informal networks. The formation of operational framework for collaborative organizations explores collaborative strategy. In collaborative management strategy, organizations in operation is the relationship between the organization, its environment (external and internal), and the strategy chosen for implementation.

Esposito (2015) refers to collaborative management as the strategic partnership specifically between a young, entrepreneurial firm and an established firm such as a Multinational Corporation. Collaborative innovation combines the strengths of these two firms at uniquely different stages of business to discover and commercialize new technologies, products and services efficiently. At its best, collaborative innovation promotes long term economic growth and regional competiveness. A strategic alliance involves at least two partner firms that: (1) remain legally independent after the alliance is formed; (2) share benefits and managerial control over performance of assigned tasks; (3) make continuing contributions in one or more strategic areas such as technology or products.

In collaboration management strategy, teams are increasingly becoming the primary means for organizing work in the multinational corporation (Robbins and Judge, 2007). Most activities of the organization require at least some degree of co-ordination through the operation of group and team work. Mullins (2010) further explains that an understanding of the nature of groups is vital only when the manager is to influence the behavior of the employees in work situation. The manager must be aware of the impact of groups and teams and their effects on organizational performance.

Onodugo and Igwe (2010) stated that team building is one of the key imperatives for a successful organization. Team building is known as one aspect of organizational development strategy that makes or helps multinational corporations to be successful. Hill (2017) explains that collaboration management in the workplace is when two or more people (often groups) work together through idea sharing and thinking to accomplish a common goal. It is simply teamwork, taken at a higher level. Teamwork is often physical joining of two people or a group to accomplish a task. With the changes and advancement in technology, such as highly speed internet, web based program, file sharing email and video conferencing, collaboration has become a more productive way of doing things. Collaboration management in the workplace incorporates teamwork and several other aspects, such as rethinking and brainstorm ideas to provide solutions, a strong sense of purpose and equal participation. The need to fill the gap associated with collaboration management necessitated the study in South-South, Nigeria.

Collaborative management involves external organizational sharing of resources that mutually benefit them. Organizations under collaborative management usually define their structure and operational procedure to avoid conflict. It has become a useful theoretical mechanism that allows joint organizational activities. The most effective organizations make use of very smart employee networks to reduce cost, improve efficiency and galvanize innovation in a technologically driven economic business environment. The benefit of Collaboration management strategy is that it can improve quality and efficiency of the business. By keeping a company's internal business processes running smoothly, it can lead to better outputs that may benefit the company, such as in Project planning and implementation. Collaboration Management strategy creates a more agile company that adapts better to change. It also makes a company more flexible and less rigidly structured so that organizational components can operate more cohesively, enhancing the business growth internally and externally.

A critical assessment of our environment in Nigeria and the various states of the federation including Enugu State shows various uncompleted, abandoned and aborted projects in various forms, shapes and sizes belonging to both the Public and the Private sector. Some have lasted for years while such sites are now inhabited by miscreants and mentally unstable persons with their consequential hazard to their environment. Drug dealing, smoking, rape, armed robbery and other vices are perpetrated in them. Various researches abound in the housing deficit issue and project performance in Nigeria but none have captured the effect of collaborative management on the performance of real estate companies in Enugu State. The study therefore intends to fill this gap and ensure that the real estate companies take their pride of place in the economic development of our Nation and Enugu State.

The aim of the study is to examine collaborative management and performance of real estate companies in Enugu Metropolis, Enugu state. The specific objectives of the study are to:

i. Establish the extent to which leadership role is impacted on team commitment in the real estate companies.

ii. Identify the relationship between inter-organizational innovation and employee performance in the real estate companies.

Literature Review

Collaboration is the mutual engagement of participants in a coordinated effort to solve a problem together. Collaborative interactions are characterized by shared goals, symmetry of structure, and a high degree of negotiation, interactivity and in interdependence. Interactions producing elaborated explanations are particularly valuable for improving employee behavior. Collaborative management strategy is a term that is used to describe various management techniques that promote a sense of unity and teamwork among managers and supervisors within a business organization. This management style allows managers to combine their strengths with the strengths of other members of the team, making it possible to collectively offset any weaknesses that may be found among the team members (Brown, 2007).

Collaboration management inspires and creates strategy developments, with the establishment of a series of collaborative schemes such as partnerships, strategic alliances, formal and informal networks. The formation of operational framework for collaborative organizations explores collaborative strategy. The organizational strategy is the intellectual process of formulating ideas that pursue the organization's aims and objectives. In collaborative management strategy, organizations in operation is the relationship between the organization, its environment (external and internal), and the strategy chosen for implementation. The organization can be supported by external advisors e.g. governmental staff which guide on and evaluate the organization's function. Professional help by support staff normally on administrative matters can be regarded as essential. The fact that a collaborative treats its members in equal terms can be seen by the position of the political and managerial strategic group in relation to advisors and staff. They form a straight line, which reflects the networking character of the collaborative organization. Factually, there is no managerial apex in this type of organization. The assembly constitutes the highest possible decision making body having a say on crucial matters like the economic, social and political planning of the organization (Ebirim, 2019).

Collaborative Management Leadership

De Meyer (2011) defines leadership as the capability to successfully manage change in organizations. The way one manages is to some extent contextual and influenced by the environment. The environment our future leaders have to operate in is quite different from what were used to in the previous decade. Leadership styles needs adaptation. Leadership is considered to be a key attribute of successful management, whether it is in the private or public sector. Research on leadership has come up with multiple variants of leadership (Kets de Vries, 2000), ranging from traditional "command and control" leadership; become a global learner (Brown, 2007). This broad and frankly speaking often incoherent if not contradictory literature on leadership does not help in defining how young high potential managers can be prepared to rise up to the leadership challenge in the professional world. The best approach is to develop these young high potentials to become effective innovators and managers of change (De Meyer, 2011). Management is about coping with complexity; leadership is about coping with change. But providing leadership in order to manage change is to some extent contextual. It is dependent on the culture in which one operates (Ezigbo, 2011).

Effective leadership in the current climate requires collaboration, listening, influencing and flexible adaptation, rather than command and control. Chrislip (2002) emphasize that collaborative leadership can be employed in almost any situation, and is practiced in some businesses with great success, but is seen more often in community coalitions and initiatives, in community based health and human service organizations, or in alternative. Collaborative management leadership is an increasingly vital source of competitive advantage in the highly networked, team-based, and partnership-oriented business environments. Yet, few leaders have been trained to lead collaboratively, especially those at more senior levels who climbed the organizational ladder in a different era (Hurley, 2011).

Collaboration management is a purposeful relationship in which all parties strategically choose to cooperate in order to achieve shared or overlapping objectives. Rubin (2009) explains that the success of collaboration depends on one or more collaborative leaders' ability to build and maintain these relationships. Collaboration is very similar to, but closely aligned than cooperation. Most collaboration management requires leadership, although the form of leadership can be social within a decentralized and egalitarian group.

Barrat (2004) identifies the basic task of the collaborative leader as the delivery of results across boundaries between different organizations. Getting value from difference is at the heart of the collaborative leader's task. The leaders have to learn to share, control, and to trust a partner to deliver, even though that partner may operate very differently from themselves.

Collaborative Management Innovation

Innovation is defined as the successful commercialization of novel ideas, including products, services, processes and business models. It is a critical component of economic growth. The importance of innovation as a driver of growth and competitiveness has and will continue to increase. Innovation drives growth in two connected and complementary ways: by introducing new and improved products or services that tap into existing or latent demand in the market, thereby creating additional value for firms and consumers; and by increasing the productivity of firms employing such innovations (Tidd and Bessant, 2005).

Innovation is more than a strategic priority of multinational companies (MNCs), but innovation has changed in its making, unfolding and localization (Prehalad and Mashelkar, 2010). The part played by subsidiaries in the development of innovation has grown. The various subsidiaries allow MNCs to target specific local needs while facilitating relationships with geographically close partners.

Collaborative management innovation is a way in which young firms and incumbent players complement one another mutual benefit. It is an important and valuable strategy for young firms to scale within the globe and collaborate with larger, established firms to access a variety of financial and organizational resources. Similarly, established firms seeking to improve their external innovation capabilities can take advantage on the different perspectives, approaches and risk outlooks of young firms. Young, dynamic firms are often structured around the development of truly novel and potentially disruptive products and services, while established firms have deep-rooted processes and value networks. Collaborative innovation partnerships can exploit these complementary capabilities (Garcia and Calantone, 2002).

Esposito (2015) explains that collaborative management innovation is the big idea that needs to shape up with actionable items, allowing players across the value chains to participate in the emergency of new collaborative business models. Anchored in solid foundations of entrepreneurship, collaborative innovation is the engine of modern, agile organizations capable of creating new capacity, which can pioneer radical new ideas while testing the limits of markets. Collaboration is the true best friend of growth.

Collaborative management innovation is the strategic partnership specifically between a young, entrepreneurial firm and an established firm such a multinational corporation. Collaborative innovation combines the strengths of these two firms - at uniquely different stages of business to discover and commercialize new technologies, products and services efficiently. At its best, collaborative innovation promotes long-term economic growth and regional competitiveness (Acher and Cameron, 2008).

In addition to combining the strong suits of each firm, collaborative innovation allows for compensation of each company's weak points. From the young firm's perspective, the value of collaborative innovation lies in addressing one of the greatest obstacles for entrepreneurs scaling up. Partnering with an established firm can solve the problem by allowing startups to gain access to resources, capital and markets as well as others experience in scaling a product or service. For the established, on the other hand, collaborative innovation brings creative entrepreneurial ism to complement the company's management expertise, brand strength, and reputation in order to expand existing markets and create new ones (Chrislip, 2002).

Collaborative management innovation is multi-disciplined, open and global. Collaborative management innovation is the new imperative because of a fundamental market shift. All markets by their very nature exist to promote win-win interactions. The interactions are motivated by the premise that entities that interact will be better off after interacting than they were before; that is, interactions for both entities result in value creation, also known as value-co creation (Abraham, 2005).

Managing Collaborative Innovation Successfully

Barrat (2004) submits that collaborative innovation relationships are highly sensitive to the unique situation of each participating company and stakeholder. There are a number of common challenges that both young and established firms around the world experience when collaborating, and a set of corresponding principles and strategies to improve the chances of success. The model for managing collaborative innovation consists of three layers: Prepare, Partner and Pioneer.

- Prepare: The preparation layer lays the critically important and often overlooked foundation for collaboration and involves defining objectives, finding the right partners, preparing both organizations culturally and through incentives to support collaborations, and connecting with the right potential partners.

- Partner: The partnering layer focuses on negotiating and tailoring the projects with partners to ensure that the benefits, risks and governance aspects are adequately defined.

- Pioneer: Finally, a pioneer layer ensures that partnerships adapt and thrive for the mutual and sustained benefits of all parties as they are executed and as the context changes.

Theoretical Framework

In the theoretical review, the study was anchored on the Performance Theory of Organizations.
The Performance theory of Organizations propounded by Elgar (2007) was initiated to form a framework that can be used to explain performance improvements. The theory states that for organizations to perform involves the production of valuable results. In line with the theory, a performer can be an individual or group of people engaging in a collaborative effort. Organizations that crave for improved performance must initially seek for valuable information and generate competitive intelligence on those organizational variables that are rationally related to performance.

The theory of performance has a high value and worth for organizations that engage in the act of competitive intelligence that brings about an increased organizational performance. In the view of Elgar, worthy accomplishments are produced from high level performance. The theory of performance is very useful in exploring a manager who advances in his level of achievements. As a manager enhances level of performance, he is able to organize people and resources more effectively and achieve high quality results in a shorter time with a positive effect and influence on the attainment of organizational set goals.

The study is anchored on the performance theory of organizations by Elgar (2007). The theory submits that organizations that attains a higher level of performance produces results such as; increase in the quality of products and services, decrease in operational and production costs, increase in capability, increase in knowledge, increase in skills, increase in identity, influential among competitors and motivation. The theory re-affirms that the performance of an organization is largely dependent on its ability to optimally utilize human skills and abilities.

Research Methodology

For the purpose of this study, a survey research design method was adopted. A survey research unveils, interprets, synthesizes and integrates this data and identifies implications and their relationships. They are more realistic than experimental research method, in the sense that investigations of phenomena are conducted in their natural settings. A total of 233 questionnaires were administered while 223 (96%) of the distributed copies of the questionnaire were returned; 10 (4%) were not returned, and 0% copies were rejected. Percentage presentation of response rate for questionnaires returned and non-response rate for questionnaires not returned are computed thus:

Test of Hypothesis one

Ho: Leadership role has no impact on teamwork commitment in the Real Estate Companies.

HI: Leadership role has impact on teamwork commitment in the Real Estate Companies.

To test this hypothesis, a Simple Linear Regression analysis method was used. It was assumed that when there is a relationship between leadership role, it will affect the teamwork commitment.

Table 4.18: Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.674[a]	.455	.442	.79769	.379

a. Predictors: (Constant) Leadership role

b. Dependent Variable: Teamwork commitment

Table 4.19: ANOVA[a]

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	22.275	1	22.275	35.007	.000"
Residual	26.725	42	.636		
Total	49.000	43			

a. Dependent Variable: Teamwork Commitment

b. Predictors: (Constant), Leadership role

Table 4.20: Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-8.650	2.057		-4.205	.000
Leadership role	2.475	.418	.674	5.917	.000

R = .674

R^2 = .455

F = 35.007

T = 5.917

DW = .379

Regression sum of squares = 22.275

Residual sum of squares = 26.725

Std. Error of the Estimate = . 79769

Interpretation

The regression sum of squares (22.275) is less than the residual sum of squares (26.725), which indicates that more of the variation in the dependent variable is explained. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained is not due to chance.

R, show the degree of relationship between independent variable Leadership role and dependent variable teamwork commitment the correlation coefficient which has a value of .674, indicates that there is a strong positive relationship between Leadership role and teamwork commitment. R square, the coefficient of determination, shows that 45.5% of the variation in teamwork commitment is explained.

With the linear regression, the error of estimate is low with a value of about 0.798. The Durbin-Watson statistics of .379, which is not more than 2, indicates there is autocorrelation. Leadership role of 0.445 indicate a weak impact between Leadership role and teamwork commitment, which is statistically significant (with t = 7.920). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Hence;There is a significant positive relationship between Leadership role and teamwork commitment in the Real Estate Companies.

Test of Hypotheses two

Ho: There is no significant relationship between inter-organizational innovation and employee performance in the Real Estate Companies

HI: There is significant relationship between inter-organizational innovation and employee performance in the Real Estate Companies

To test this hypothesis, a Simple Linear Regression analysis method was used. It was assumed that when there is inter organizational innovation it would impact on employee performance in the multinational projects.

Table 4.21: Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.665[a]	.442	.429	.95565	.843

a. Predictors: (Constant), Inter organizational innovation

b. Dependent Variable: employee performance

Table 4.23: ANOVA[a]

		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.438	1	30.438	33.329	.000[b]
	Residual	38.357	42	.913		
	Total	68.795	43			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), inter organizational innovation

Table 4.24: Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-4.429	1.455		-3.043	.004
1	Inter organizational innovation	1.786	.309	.665	5.773	.000

a. Dependent Variable: Employee performance

R = .665
R2 = .442
F = 33.329
T = 5.773
DW = .843

Regression sum of squares = 30.438

Residual sum of squares = 38.357

Std. Error of the Estimate = 95565

Interpretation

The regression sum of squares (30.438) is less than the residual sum of squares (38.357), which indicates that more of the variation in the dependent variable is explained. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained is not due to chance.

R, show the degree of relationship between independent variable inter organizational innovation and dependent variable employee performance the correlation coefficient which has a value of .665, indicates that there is a strong positive relationship between inter organizational innovation and employee performance. R square, the coefficient of determination, shows that 44.2% of the variation in employee performance is explained.

With the linear regression, the error of estimate is low, with a value of about 0.798. The Durbin-Watson statistics of .843, which is not more than 2, indicates there is auto correlation inter organizational innovation of 0.442 indicates a weak impact between inter organizational innovation and employee performance, which is statistically significant (with t = 5.773). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Hence; Inter organizational innovation positively affects the employee performance in the Real Estate Companies.

Summary of Findings

The findings at the end of this study include the following:

1. That there was a significant positive relationship between leadership role and team commitment in the real estate companies ($r = .674$; $F = 35.007$; $t = 5.917$; $p < 0.05$) in Enugu metropolis.

2. Inter organizational innovation positively affected the project employee performance in the real estate companies ($r =. 665$; $F = 33.329$; $t = 5.773$; $p < 0.05$) in Enugu Metropolis.

Conclusion

The conclusion of the study is that the objective of the research which was aimed at evaluating the impact of collaboration management and performance of real estate companies in Enugu metropolis, Enugu state was achieved in the long run.

Though there could be some other issues that were not revealed that could be analyzed in the role collaboration management plays in the management of real estate companies and their performance, the data from the questionnaire were explicitly in favour of the three objectives that were studied. It has become imperative to highlight the role of collaborative management strategy as major indicator in the real estate companies' performance value chain.

The study justified their importance as a tangible asset in promoting and managing real estate companies' project performance. The variables of collaborative management strategy studied which include; leadership role, inter organizational innovation, collaborative advantage attained and negotiation and mediation were positive and significant in the employee behaviour variables of teamwork commitment, employee performance, employee interpersonal integration and conflict resolution among employees of the multinational project companies studied. Based on the findings, the study recommends that the grooming of generational leaders should be encouraged as it was found out that leadership role positively affected teamwork commitment in the real estate companies while inter organizational innovation should be encouraged through training and skill development because it significantly affected the employee performance in the real estate companies.

References

Abraham, S. (2005) "Stretching Strategic thinking". *Journal of Strategy and Leadership*, Vol. 33 (5)

Acher, D., and Cameron, A. (2008) Collaborative leadership - How to succeed in an interconnected World. Butterworth Heinmann

Apostolakis, C. (2007) Strategy for Collaboration: An Operational Framework for Local Strategic Partnerships, *Organizational Behavior and Human Decision Processes, 44, 281-293.*

Barber, F., and Goold, M. (2017) Collaboration Strategy: How to get what you want from employees, suppliers and business partners. Bloomsbury Publishing Pic. Retrieved from www.bloomsbury.com 25th September, 2014.

Barrat, M. (2004) "Understanding the meaning of collaboration in the supply chain". Supply Chain Management. *An international Journal of Applied Management,* Vol. 9 (1)

Brown, J.F. (2007) The Global Business Leader: Practical Advice in a Transcultural Marketplace. *Fontainebleau, INSEAD Business Press.*

Chrislip, D. (2002) *The Collaborative Leadership Field book - A guide for citizens and Civic leaders*. Josey Bass.

De Meyer, A.A. (2011) New Perspective for Leadership Development in Canals. The Future of Leadership Development, Basingstoke: Palgrave Macmillam.

Ebirim, O. C. (2019) Impact of collaboration management strategy on employee behaviour in selected multinational corporations in South-South, Nigeria, Unpublished Ph.D Thesis

Elgar, E. (2007) Benno Torgler, Tax Compliance and Tax Morale, Agenda-A Journal of Policy Analysis Reform, Australian National University, *College of Business and Economics, School of Economics Vol 15 (4)*

Esposito, M. (2015) *Collaborative Innovation*: *Business School*, University of Cambridge Terence.

Ezigbo, C.A. (2011) *Advanced Management Theory and Application* (3rd Edition) Enugu: Immaculate Publication Ltd.

Fjeldstad, O.D., Snow, C.C., & Miles, R.E. (2012) The architecture of Collaboration. *Strategic Management Journal* 4th April, 2012.

Garcia, R., and Calantone, R. (2002) "A critical look at technological innovation typology and innovativeness terminology: a literature review". *Journal of Product Innovation Management,* 19(2): 110-132.

Gulati, R., Wohlgezogen, F., and Zhelyazkov, G. (2014) The Two Facets of Collaboration: Cooperation and Coordination in Strategic Alliances.

Hurley, T.J. (2011) Collaborative Leadership Engaging collective intelligence to achieve result across organizational boundaries oxford leadership.

Kets de Vires, M. (2000) The Leadership Mystique: A User's Manual for the Human Enterprise. (Financial Times) Prentice Hall.

Mullins, L.J. (2010) Management and Organizational Behavior (9th Edition) Italy, Pearson- Books Prentice Hall.

Onodugo, V.A., and Igwe, N.N. (2010) "Leadership Strategies for Improving Personel performance in Civil Service Organizations". The Journal of Management Research, 5(3).

Prahalad, C.K., and Mashelkar, R.A. (2010) *Innovation's Holy Grail,* Havard Business Review, ppl32-141.

Robbins, S.P., and Judge, T.A. (2007) Organizational Behavior (12th Edition) New Delhi, Prentice-Hall.

Robbins, S.P., and Judge, T.A. 2007) Organizational Behavior India Prentice-Hall.

Rubin, H. (2009) Collaborative Leadership: Developing Effective Partnership for Communities and Schools. *Corwin Press. P2 ISBN978-1-4129-6554-6.*

Tidd, J., and Bessant, J. (2005). Managing Innovation- integrating technological market and organizational change, John Wiley & Sons Ltd.