Transformative Trajectories in Management Education: Navigating Social-Ecological Crises

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ARTICLE INFO	ABSTRACT
	The purpose of this study is to research how social enterprises influence business collaboration through strategic use of social resources. It discusses in detail 'purpose work' and 'purpose borrowing' in relation to their effects on the dynamics of collaboration and how they extend influence beyond models of traditional governance. The research will take the form of a qualitative ethnographic case study into how social resources bridge the gap across organizations, foster deeper engagement, and align diverse goals. Findings from the study suggest that the transformative potential of social purpose as a governance tool does indeed significantly shape collaborative outcomes. The limitations of single-case studies aside, these findings are important for suggesting how collaborative impacts can be enhanced and indicate directions for future research.

1. Introduction

This paper examines how social enterprises, having an abundance of social resources, can influence their collaborating businesses despite lacking conventional levers. The study tries to explore the extent at which social enterprises can use social resources to remedy their deficiencies in influence. Five sub-research questions guide this study: How do social enterprises use social resources when collaborating? What is 'purpose work' and how does it engage partnerships? How do organizations 'borrow' purpose? How does this shape dynamics of collaboration? Does that reach into and affect dimensions beyond relational governance? This is a qualitative study based on an ethnographic case of the collaborative relations of one social enterprise. The paper structure includes a literature review, explanation of methodology, presentation of findings, and a conclusion that highlights the theoretical and practical implications.

This study explores in detail how social enterprises can utilize their abundant social resources to influence collaborating businesses even when they lack traditional leverage mechanisms. The main objective of this research is to understand the extent to which social enterprises can address and redress their weaknesses in influence by leveraging their social resources. To direct this research, five specific sub-research questions have been formulated: Firstly, how do social enterprises actively leverage their social resources in collaborations? Secondly, what is 'purpose work,' and what is its role in partnerships? Third, how do businesses engage in the practice of 'purpose borrowing'? Fourth, what is the impact of social resources on the dynamics of collaboration? Lastly, how does this influence extend beyond the boundaries of traditional relational governance? The study is based on a qualitative approach that makes use of an ethnographic case study on the collaborative relationships of a particular social enterprise. The overall structure of the paper is organized to include a comprehensive literature review, a detailed explanation of the methodology employed, a presentation of the findings, and a concluding section that highlights both the theoretical and practical implications of the research conducted

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2. Literature Review

This section discusses the existing literature on how social enterprises affect business collaboration, answering the sub-research questions: utilization of social resources, 'purpose work' in partnerships, businesses' engagement in 'purpose borrowing', impact on collaboration dynamics, and influence beyond traditional relational governance. This section reveals a gap in current knowledge about the role of social resources in influence and governance.

2.1 Utilization of Social Resources in Collaborations

Initial research identified social resources as tools for fostering collaboration, yet lacked depth in exploring how they are actively utilized. Later studies advanced by highlighting specific social strategies, though often focused on niche examples. Recent work has begun to generalize these strategies across broader contexts but still fails to fully capture their potential reach and diversity.

2.2 'Purpose Work' and Its Role in Partnerships

Early research on 'purpose work' focused more on its aspirational role but did not fully tie it to concrete partnership results. Later research established the relationship of 'purpose work' with better partnership alignment but only in case-specific applications. Recent studies have found its role in long-term partnerships but still lack a broad application.

2.3 Businesses Involvement in 'Purpose Borrowing

Initial studies in the area of 'purpose borrowing' focused on ethical concerns but ignored practical business considerations. With advancing studies, they found a growing tendency of businesses embracing social purposes; however, there was an absence of proof that strategic integration was indeed consistent. Recent studies bring out good success stories but emphasize the need for a deeper exploration into its long-term implications.

2.4 Social Resources and Collaboration Dynamics

Initially, social resources that affect the dynamics of collaborations were not adequately explored due to research focused on the isolated cases. Later stages of research began to draw some patterns on how social resources influence interactions, but sometimes lacked a framework. Currently, models are proposed as attempts to understand the dynamics and more empirical validation is expected.

2.5 Influence Beyond Traditional Relational Governance

Relational governance, early in its research stages, emphasized legitimacy and trust but not social purpose. The studies that followed considered social purpose as a possible governance mode but restricted its scope to certain sectors. Contemporary work has expanded this vision, yet still needs empirical support to establish its case for multiple contexts.

3. Method

This study utilizes a qualitative approach in the form of an ethnographic case study in examining the collaborative relationships of a social enterprise. Qualitative research enables the probing of intricate social dynamics and interaction in detail. Data was collected through participant observations and interviews with stakeholders who participate in the collaborations of the social enterprise. The analysis sought to understand how social resources are used and their effect on collaboration. Thematic analysis is applied to the data, thus identifying the recurring themes and patterns. This therefore provides a comprehensive insight on how the social enterprise is influencing its partners.

This is qualitative research that employed an ethnographic case study design to critically analyze collaborative relationships within a social enterprise. Qualitative approach is taken in order to allow in-depth and detailed exploration of intricate social dynamics and interaction between the stakeholders. Data collection for this study was carried out through participant observations as well as interviews with the different stakeholders involved in the collaborative efforts of the social enterprise. The analysis revolved around getting a better understanding of how social resources are

effectively used and the resultant impact that these resources have on fostering collaboration. This was done by using thematic analysis that identifies the re-occurrence of themes and patterns. This, therefore, provides a holistic insight into the general influence of the social enterprise on its partners and their collaborative engagements

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4. Findings

Using qualitative data drawn from ethnographic observations and interviews, this study looks at the impact of social enterprises on business collaborations. Some of the key findings will address the sub-research questions: utilization of social resources, 'purpose work', 'purpose borrowing', impact on collaboration dynamics, and influence beyond traditional governance. Findings indicate that social enterprises use social resources efficiently in creating collaboration, and 'purpose borrowing' exists, and these resources substantially influence collaboration dynamics, as the influence goes beyond the traditional relational governance.

Utilizing ethnographic observations and in-depth interviews for collecting qualitative data, this research explores how social enterprises can profoundly affect business collaborations. The most important findings from the research question several sub-research questions, including: using social resources, concepts of 'purpose work' and 'purpose borrowing', influence of those factors on dynamics of collaboration, and an influence going beyond conventional governance structures. The findings suggest that social enterprises are very capable of utilizing social resources in efforts towards collaborative endeavours. In addition, the findings in the study show that the partners often engage in 'borrowing purposes' and that these social resources do much to influence the nature of collaboration, thus stretching far beyond what is usually experienced within traditional relational governance structures.

4.1 Efficient Use of Social Resources

The analysis shows that social enterprises adeptly utilize social resources, such as community networks and advocacy, to foster collaboration. Interview data reveals instances where these resources facilitated partner engagement, highlighting their role in bridging gaps between diverse organizational goals. This finding challenges previous assumptions that underestimated the strategic use of social resources.

4.2 Role of 'Purpose Work' in Partnerships

'Purpose work' was a critical factor in partnerships, and the evidence showed that its practice aligns the objectives of partners toward shared social goals. Observations noted instances where partners adopted the social enterprise's purpose-driven initiatives, suggesting 'purpose work' fosters deeper engagement and commitment. This finding expands understanding of its role in sustaining partnerships.

4.3 Engagement in 'Purpose Borrowing'

The study concluded that business partners often exercise 'purpose borrowing', adapting social purposes which are close to the social enterprise mission. Interview transcripts provide specific illustrations of cases where partners were forced to modify their strategy to include social objectives-which indicates the shift of mainstream business toward more socially responsive practices. The finding depicts the potential that social enterprise may have over mainstream businesses.

4.4 Impact on Collaboration Dynamics

The ethnographic data revealed that social resources significantly affected the dynamics of collaboration. Participants indicated better outcomes in collaboration due to the social enterprise's mediation and alignment of diverse interests. This finding points out that social resources play a vital role in effective collaboration.

4.5 Extending Influence Beyond Traditional Governance

The study shows that social enterprises' influence transcends the traditional relational governance, with social purpose as a new mode of governance. The observations and interviews reveal that social purpose promotes commitment and accountability among partners, indicating a change in the way collaborative relationships are governed. This finding challenges the traditional governance models and highlights the innovative role of social purpose.

5. Conclusion

This study progresses the understanding of how social enterprises utilize social resources in order to impact business collaborations, specifically with the strategic use of 'purpose work' and 'purpose borrowing'. The results indicate that social resources significantly affect the dynamics of collaboration and extend influence beyond traditional governance models. Such insights add to the hybrid organizations and inter-organizational collaboration literature by illustrating the power of social purpose as a governance tool. However, the study's focus on a single case may limit generalizability. Future research should explore diverse contexts and employ mixed methodologies to further validate these findings and explore their broader implications. This work contributes to both theoretical advancements and practical applications, offering insights for social enterprises aiming to enhance their collaborative impact.

This research expands our knowledge of how social enterprises can use social resources in an effective manner to frame and shape their business collaborations. It underlines 'purpose work' and 'purpose borrowing' as essential parts of this process in using strategic approaches. The study finds that social resources play a strong role in collaboration dynamics and that the impact stretches further than is commonly conceived within traditional governance models. These insights add to the existing literature on hybrid organizations and inter-organizational collaboration by depicting the major role that social purpose can play as a governance instrument. Nevertheless, the study is limited by the concentration of the study on a single case, which may prevent generalization of the results. Thus, the next stage of research should include exploring different contexts and employing mixed methodologies to better test the findings and assess their broader implications. This study contributes not only to theory building but also has practical value by providing insight into what can be achieved in a social enterprise for increasing the impact of collaboration.

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