



Course and Examination Fact Sheet: Spring Semester 2019

8,220: Alliance and Network Strategy

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Active participation (15%)

Decentral - Presentation (in groups - all given the same grades) (40%)

Decentral - Written examination (45%, 60 mins.)

Attached courses

Timetable -- Language -- Lecturer

[8,220,1.00 Alliance and Network Strategy](#) -- Englisch -- [Kreutzer Markus](#)

Course information

Course prerequisites

There is no formal course prerequisite.

Course content

This course introduces students to the issues and analytical arguments related to cooperative relationships (strategic alliances, joint ventures, multi-partner alliances, networks, and ecosystems). Cooperative relationships have emerged as inter-organizational designs that enable firms to cope with the increasing complexity of learning and of building new sources of competitive advantage in order to compete successfully in the global economy. The formation rate of inter-firm collaborations has increased dramatically in recent years. As a result of this proliferation, most companies are now placed within a framework of inter-organizational relationships that are crucial to their success and survival. In contrast to the increasing popularity of alliances as a value-creating option, several studies find failure rates of alliances to lie above 50 percent. As a result, practitioners and researchers alike are intrigued by the phenomenon of inter-firm partnerships and search for ways to succeed in this challenging realm of competitive strategy. This course incorporates various theoretical perspectives and is designed to focus on the essential issues and problems of cooperative strategies experienced by managers. Questions include, for example:

- When to pursue a cooperative strategy?
- What is the right way to structure a collaborative venture?
- Which different types of inter-organizational relationships can be distinguished?
- When are alliances preferred to mergers & acquisitions or arm's length contracts?
- How to screen for collaborative partners?
- What are the benefits and risks of collaborating with (potential) competitors?
- What's special about alliance portfolios, alliance networks, multi-partner alliances, and ecosystems?

Course structure

The course is structured as follows: After an introduction on strategic alliances, we will discuss the main stages in alliance evolution and compare different theoretical perspectives in alliance research. Five main stages are distinguished:

- Stage 1: Analyzing (purpose and value logic)
- Stage 2: Preparing (types of inter-organizational relationships and partner selection)
- Stage 3: Shaping (negotiation and design & governance)
- Stage 4: Conducting (managing the alliance, trust, control, and alliance capability)
- Stage 5: Closing (assessment and termination)



Course literature

For this course compulsory literature is indicated with an asterisk (*) in the Syllabus and will be available for download at StudyNet. These readings, on average one case study and one article per session, have to be prepared for each class.

Additional course information

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Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Decentral - Active participation (15%)

Remark

Class participation

Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (40%)

Remark

Team presentation - Coopetitive Alliance in Action

Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Written examination (45%, 60 mins.)



Remark

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Examination-aid rule

Extended Closed Book

The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

Examination languages

Question language: English

Answer language: English

Examination content

For the exam all readings (articles and case studies) as well as all discussion in the class room (including guest lectures' talks) are relevant. Topics include questions on the rationale for strategic alliances, the stages of their management and the particular challenges faced within each of these stages as well as multi-partner, alliance portfolio, ecosystems, and network-related questions.

Examination relevant literature

For this course all compulsory readings (articles and cases) which are indicated with an asterisk (*) in the Syllabus will be available for download at StudyNet. Exam-relevant literature will be uploaded the latest by mid of May 2019.

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc. When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 24 January 2019
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 18 March 2019
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 08 April 2019

Please look at the fact sheet once more after these deadlines have expired.