



## Course and Examination Fact Sheet: Spring Semester 2022

### 8,220: Alliance and Network Strategy

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

Decentral - Written examination (with defined exam duration) (50%, 90 mins.)

Examination time: term time

Decentral - Presentation (in groups - all given the same grades) (50%)

Examination time: term time

#### 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.

#### Learning objectives

Students will be highly competent in the relevant perspectives (theories, frameworks, tools) for the phenomena covered (strategic alliances, networks, and ecosystems) and will be able to directly transfer their knowledge from these tools/frameworks and case studies to practice.

Learning objectives:

1. You gain a deep insight into the challenges of cooperative relationships.
2. You understand the rationale for cooperative strategies and when they are most applicable.
3. You understand which different types of inter-organizational relationships exist and under which conditions to use them.
4. You are aware of challenges along the lifecycle of strategic alliances and know how to address them.
5. You know how to select alliance partners, set up the alliance governance, manage the relationship, measure joint progress, and terminate the alliance.
6. You know what is special about alliance portfolios and alliance networks.
7. You understand the increasing importance of ecosystems, specific ecosystem challenges, and how to address them.

#### 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 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 and indications of the learning and teaching design

The course is structured as follows: After an introduction on (the importance and different types of) 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)

We initially discuss these phase-specific questions for strategic alliances between two partners before we move beyond dyadic alliances to discuss particular management challenges in alliance portfolios, alliance networks, multi-partner alliances, and ecosystems.

The course will be offered in three main blocks on campus, i.e. face-to-face. In addition, there are digital sessions in which the content is deepened and the group work is discussed. The final student team presentations and the examination will take place digitally.

## Course literature

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

## Additional course information

In the case of the President's Board having to implement new directions due to the SARS-CoV-2 pandemic in SpS2022, the course information listed above will be changed as follows:

- The course is conducted exclusively online via the platform Zoom (or another platform as announced)
- The lecturer informs via e-mail on the changed implementation modalities of the course

There are no changes necessary to the examination information.

## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/2)

##### Examination time and form



Decentral - Written examination (with defined exam duration) (50%, 90 mins.)

Examination time: term time

## Remark

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## Examination-aid rule

Online remote examination - Open book

Students are free to choose aids but will have to comply with the following restrictions:

- Calculator models which do not belong to the Texas Instruments TI-30 series are explicitly not allowed.
- In addition, any type of communication is inadmissible, as are all electronic devices that can be programmed and enable communication, such as electronic dictionaries, additional notebooks, tablets, mobile phones and other devices, which have not been explicitly permitted by the faculty member in charge.

The procurement of the electronic aids as well as ensuring their functionality and fulfillment of the technical requirements is the responsibility of the students.

The examination must be carried out using the programs defined in advance by the faculty member in charge. Mastery of the operation of the programs is part of the examination.

## Supplementary aids

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## Examination languages

Question language: English

Answer language: English

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## 2. Examination sub part (2/2)

### Examination time and form

Decentral - Presentation (in groups - all given the same grades) (50%)

Examination time: term time

### Remark

Team presentation

### 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

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### Examination languages

Question language: English

Answer language: English

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## Examination content

For the exam all readings (articles and case studies), as well as all discussion in the classroom (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 Canvas. Exam-relevant literature will be uploaded the latest by May 10, 2022.

## Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 12 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 27 January 2022);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 15 (Monday, 11 April 2022).