

Course: MGMT 6032 Strategic Alliances

Credits: 2 credits

Prerequisites: MBA Student

Description

Data show that in 2002, 35% of corporate revenues were estimated to come from alliance activity, compared to 2% in 1980. We have witnessed a surge in the number of strategic alliances as firms around the world respond to shortened product life cycles, technological change, globalization forces, and an ever-present need for new knowledge. Managing an alliance, however, is a complex task. There are at least two partners in these cooperative arrangements, all with different agendas, which in itself is a source of potential conflict. This course is designed to uncover the complexity of strategic alliances in regard to their form as well as to their management processes -- from creation to evolution to management to termination.

Objectives

Provide understanding of the world-wide economic context that drives alliance creation

Build appreciation of the importance of relating partners' value creation logic to the appropriate alliance design

Provide understanding of complexity of managing an alliance or network of alliances

Learning Outcomes

Students will demonstrate knowledge in the following areas:

- Underlying economic and other strategic drivers of alliances
- Strategic differentiation between acquisitions and alliances, as well as nominal and true alliances
- Frameworks for analyzing co-option, co-specialization and learning alliance options
- The cycle of learning, reevaluation and readjusting in alliance management
- The role of negotiations in alliance creation, management and termination

Students will demonstrate the ability to:

- Analyze the attractiveness of a variety of alliance forms in a particular context
- Assess an alliance creation/management process of a real-world business organization
- Apply tools and frameworks for alliance creation and management to real-life case study situations