UNIVERSITÄT BAYREUTH

LEHRSTUHL
für Strategisches Management und Organisation

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"Alliance Management" (BWL Master), Summer Term 2022

Course Goal:

The goal of this course on alliance management is to give Master students a deeper understanding of the emergence of alliances, their current evolution towards ecosystems, the collaboration within alliances, and their growing importance in the digital era. The impact of COVID-19 shows the importance of collaboration in general and digital collaboration in particular. Students will learn:

- how alliances emerged and work
- how alliances are managed to realize their benefits
- how digitization impacts organizations and alliances
- how alliances evolved towards ecosystems
- how physical and digital collaboration work
- how alliances need to be managed to realize the benefits of digitization

The alliance management lecture will be split into 4 parts, including theory sessions (recorded online lectures), group assignments, a final presentation, and a short paper. Lectures will be conducted online.

Part 1: Development and forms of alliances

The first part of the alliance management lecture contains a lecture on the basic foundations of alliances and their forms. To combine theoretical knowledge and self-learning, students will then be assigned a case study on alliances and/or ecosystems as group work. For contextualizing and explaining the cases, students will use primary and secondary sources. We provide a template for data collection. Cases will be announced at the beginning of the course.

Part 2: Digital ecosystems

The second part of the course contains a lecture giving an overview of the theoretic and practical drivers for the development of ecosystems and the implications for business. Students will need to study in self-learning sessions and groups to apply theories and concepts of ecosystems to analyze the development of alliances within their case studies.

Part 3: Digital transformation and collaboration

The third part of the course will shed light on the recent topic of digital transformation. This part of the course will take a practical perspective on current digital developments such as digital transformation, trends in the industry, and firms' coping strategies to deal with these developments. Due to the disruptive

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impact the COVID-19 crisis had and still has, we will put special emphasis on digital collaboration within firms, alliances, and ecosystems.

Part 4: Presentation

Towards the end of the term, students will develop a presentation for their cases and explain them to others. Accordingly, the course follows a holistic approach of combining the classical (also digitalized) lecture, self-learning, research, and practical insights.

Exercise:

Over the course of the lecture, an exercise will be held which provides the students with all the required skills to conduct their assigned case analysis. The exercise will focus on the basics of case study analysis, different research frameworks, and their application to the individual case study. The exercise will be held following the lecture. The exercise will follow up on key topics and give step-by-step guidance over the course of the class.

Grading

The presentation will account for 40% of the students' grades. The short paper will account for 60% of the grade.
The presentations and short papers are to be submitted to the chair.
Please find a summary of the basic information below:

Administrative

- Lecture format: Online block courses, and exercise
- Language: English
- Kick-Off (in person): 11.05.2022 10-12 a.m.
- Case study presentations: mid of July, exact date TBD
- Short paper deadline: end of July, exact date TBD
- Grade: Case study presentation (40%) + Short paper (60%)
- Counts for: Master: Spezialisierung/Ergänzung

Content:

- Forms, management, and design of alliances and ecosystems
- Advantages, disadvantages, and evaluation of benefits
- Digital transformation and collaboration
- Case study

Course Registration

We kindly ask for early registration on the eLearning platform for the class:

https://elearning.uni-bayreuth.de/course/view.php?id=33911

Additional information:

— Lecture notes will be sold online prior to the first lecture (Price to be confirmed) A link for the purchase of the lecture notes will be given on the eLearning platform.
— Dates and further information will be given on the eLearning platform.

For further questions please contact Maximilian Deist, M.Sc. (maximilian.k.deist@uni-bayreuth.de)

BWL VI,
April 2022