Course: Strategic Alliances

Academic Year: 2016/2017

Instructor(s): Luis Laginha de Sousa

Course Description:

As an introduction to the course, an overview of general aspects related to strategic alliances will be presented. A core part of the course will focus on methodologies to identify whether a company needs a strategic alliance, choose the right type of alliance as well as designing and implementing it. Other relevant topics to be addressed include the following:

- Selecting the right type of partner
- The strategic alliance life cycle and its management
- The control of the alliance
- Managing multiple alliances
- Building an alliance management competence
- Terminate an alliance
- The relevance of the “Human factor” and the impact of cultural differences in an International context.

A more in depth analysis will be performed on strategic alliances specific to certain industries, such as Airline, Auto, Biotech/Pharmaceutical, IT among other.

Course Content:

1. Course rationale and overview
2. Introduction
   - Rationale for alliances / Characteristics, Concept and Types of alliances / Value creation as key driver for alliances / Strategic alliances management agenda
3. To “P” or not to “P”
   - The first questions / Company assessment / Whether or not to ally / Defining the right type of “P”
4. Partner identification
   - Key issues on finding a partner / Different methodologies to find a partner / Real examples
5. Negotiating the alliance
   - Preliminary issues / Negotiating strategies / Valuation of contributions / Scope of the alliance / Critical tasks to be performed / Measurement of success / Progress and duration / Points of tension
6. Implementing the alliance
   - Design of the alliance / Particular cases
7. Alliance evolution
   - Organizational learning / Patterns of evolution
8. Controlling and managing the alliance

1 Partner
Alliance governance / The alliance manager / The decision making process

9. Managing multiple alliances
   Reasons for networks / Types of network organizations / Coping with the challenge / The particular case of the virtual corporation

10. Closing the alliance
    Exit Strategies / Exit complications

11. Complementary topics

Course Objectives:

- Demonstrate that strategic alliances are extremely important business tools capable of producing better results through a deeper understanding of their main components and an adequate use of certain managerial tools and skills.
- Allow students to have a global perspective on the fundamental role that can be performed by strategic alliances, on virtually all business areas.
- Develop, among other, the following capabilities:
  - Assess to what extent a company needs an alliance, with a particular focus on its value creation drivers.
  - Define the best way to capture the benefits involved in an alliance and to cope with its problems, both at strategic and operational/functional level.
- Increase awareness on situations likely to happen with small and medium size companies (especially from peripheral countries) as far as their involvement in alliances is concerned.

Grading:

Components:
- (1) Final test - 50%
- (2) Assignment (written part and presentation) - 35%
- (3) Case study discussion, press articles presentations, general participation and session attendance - 15%

Grade table:

<table>
<thead>
<tr>
<th>Positive grade</th>
<th>Final exam</th>
<th>Negative grade and exclusion from final exam</th>
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</thead>
<tbody>
<tr>
<td>( X \geq 9,5 ) and ( (1) \geq 7,5 )</td>
<td>( 6,5 \leq X &lt; 9,5 ) and ( (1) \geq 5,5 )</td>
<td>( X &lt; 7,5 ) or ( (1) &lt; 5,5 )</td>
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<td>or ( X \geq 9,5 ) and ( 5,5 \leq (1) &lt; 7,5 )</td>
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Assuming “\( X \)” = Avg. \( \{ (1),(2),(3) \} \)

Under these circumstances, the final exam grade will be considered as additional assessment information.
Exam as an option to try to improve grade:
- Should students wish to go to exam in order to try to improve their grade, they also face the risk of ending up with a lower final grade (should the exam grade be lower than the final test's one)
- Once in the exam room and after having seen the exam questions, students must finish it.

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**Bibliography (to be updated before beginning of the course):**


**Doz, Yves & Hamel, Gary - “Alliance Advantage - The art of creating value through partnering”, HBS Press (1998)**


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**Biography:**

LUIS LAGINHA DE SOUSA, MBA
MBA, Universidade Católica Portuguesa,
Graduate in Economics, Universidade Católica Portuguesa

*Past professional experience:*  
Chairman & CEO of Euronext Lisbon and Interbolsa (Porto)
Member of the Managing Board of Euronext N.V.
Member of the Management Committee of NYSE Euronext.
Euronext Lisbon’s Chief Operating Officer
Member of the supervisory board of Hugin Group B.V.
Executive Member of the Board of Directors of Caixaweb SGPS
Managing Director at Abrantina Group
Deputy Head of Internationalisation at ICEP
Other managerial roles in Portuguese and International companies

Other roles and activities (current and past):

Member, Assessment Committee of Caixa Geral de Depósitos, S.A., since July 2016
Chairman, Audit Committee, F&C Portugal Asset Management (pending regulatory approval from the Portuguese Central Bank, as of June 2016)
Chairman, Strategic Advisory Committee of ACEPI - Digital Economy Association,
Member, Advisory Council of AEP Foundation,
Member, Advisory Council of APAF (Portuguese Association of Financial Analysts),
Member, Advisory Committee at the Mission Structure to the Capitalization of Portuguese Companies,
Mentor at Startup Braga & Business Angel
Former member of the Executive Committee of ECSDA (European Central Securities Depositories Association)

Contact(s) and Office hours:

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