IMBA PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY
CROSS BORDER STRATEGIC ALLIANCES
2012

A. Instructor:  Professor William Reinfeld
E-mail:  wreinfeld@ew-alliances.com  or  wreinfeld@aol.com
Phone:  (M) 0938 009 019
Class Hours:  Mondays and Thursdays: 7:10 pm-10 pm; Saturdays: 9:10 am – 5 pm
Office Hours:  By appointment

B. Reading Material

1.  Lecture Notes, by William Reinfeld

2.  Cases:
   • “Citibank’s Co-operative Strategy in China: The Renminbi Debit Card”, U of Hong Kong, HKU806
   • “Alpha Gearing Systems Co., Shanghai Ltd.”, Ivey School of Business, 9A99C014
   • “Richmond Engineering in China”, Ivey School of Business, 9A97G021
   • “Shanghai GM: Rise of a Late-Comer”, HKU395
   • “Renault-Nissan: The Challenge of Sustaining Strategic Change”, Thunderbird School of Global Management, TB0047
   • “Google’s Android: Will It Shake up the Wireless Industry in 2009 and Beyond?”, Stanford Graduate School of Business, SM176
   • “Innovation without Walls: Alliance Management at Eli Lilly”, Ivey School of Business, 9B07M015
   • “Chongqing Peace Medical Corporation Ltd. (B): Charting A Strategy in China’s Changing Health-Care Environment”, U of Hong Kong, HKU864

2.  Articles:
   • “Past Lessons from China’s JV’s”, McKinsey Quarterly, Dec., 1010
   • “Negotiating Strategic Alliances”, by Michael Watkins, HBR, Jun., 2002
   • “China Partners”, by R.A. Kenevan and Xi Pei, McKinsey Quarterly, 2003, No. 3
   • “Can This Relationship be Saved?” by L. Segil, Harvard Management Updates, Feb., 2005

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• “With Friends Like These: Art of Managing Complementors”, DB Yoffie & M Kwak, HBR, Sep, 2006

3. Selective Readings from Books
• Alliance Advantage: The Art of Creating Value Through Partnering, Yves L. Doz and Gary Hamel, HBS Press, 1998

C. Course Objectives
The course is aimed at providing participants with insights into the concept of cross-border strategic alliances (CBSA) and how to create and manage them. Course goals are to: expose students to important considerations in pursuing and implementing strategic alliances; stimulate analytical thought about alliances by applying these concepts in case studies; and apply what has been learned in class to real situations through individual class projects. Although the course is focused on business collaborations, it provides many lessons that are applicable to cross-border collaborations in other contexts, such as geopolitics.

We will begin by looking at global strategies of organizations and identifying capabilities required to implement these strategies successfully. Comparisons will be made among the various options organizations have for bridging the “capability gaps” that keep them from achieving their global strategies. Namely, we will consider the differences between alternative options such as M&As, building capabilities internally and collaborations. The bulk of the course, however, will focus on collaboration among organizations across international borders as a means of creating value and achieving strategic objectives. We will explore how organizations identify and evaluate potential partners, how they negotiate alliances, how successful alliances are designed and how they should be managed. We will extend what has been learned by applying these lessons to real situations by means of case studies and projects.

D. Grading
The course will consist of assigned readings that will be discussed in class. The professor will make presentations on the subjects to be covered, however students are expected to participate in the discussions. Case studies will be assigned and discussed during class with student participation expected. Each student will participate on a team in preparing and presenting a project in class. Projects will be evaluated on the basis of how well the course material has been applied to real situations and how well the project is presented by the team.

Final exam will consist of questions concerning pre-assigned case study plus some questions seeking to determine
whether you grasp the subject taught. An outside expert who has personal experience in the formation or management of strategic alliances may be invited to address the class

Grades will be determined as follows:
20% class participation (including attendance)
40% project
40% final exam

CLASS SCHEDULE

<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Readings (before class)</th>
<th>Case (Prepare)</th>
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</table>
| 1 Apr 2 | I. Introduction to CBSA  
What are CBSAs  
Why are they important? What’s different about them? How well have they performed?  
Some reasons for success and failure  
Strategic Foundations of CBSAs  
What is strategy?  
How it relates to CBM&A and to CBSA  
Value Creation through Alliances  
Different strategic intents / configurations  
Key success factors / Assessing quality |
|         | Notes: I. Introduction: 1-77  
Alliance Advantage pp.1-56 |
| 2/3 Apr 7 | II. Pursuing a CBSA  
Finding/Selecting Right Partner  
Importance of right partner  
Process of selecting partners  
Compatibility/Complementarity  
Making the selection  
Designing/Negotiating a CBSA  
Preparation for negotiations / negotiating SA  
Enablers of cooperation  
Structure/Scope/Timetable/Governance  
Management Agenda |
|         | Notes: II Pursuing CBSAs 1-72  
"Simple Rules for Making Alliances Work"  
"Cisco: Best Practice Case Study"  
"China Partners"  
"Negotiating SAs" |
| 4 Apr 9 | Managing a CBSA  
Measuring progress  
Managing the relationship  
Making adjustments |
|         | Notes: III. Managing CBSAs: 1-36  
"Managing Alliances with Balanced Scorecards"  
"The Art of Managing Complementors" |
| 5/6 Apr 14 | Alliance Networks  
Managing Alliance Portfolios and Multiple Alliances  
Aligning SA objectives and strategies  
Institutionalizing SA management  
Visiting Lecturer |
|         | Notes: III. Managing CBSAs: 37-73  
"Collective Competition"  
"Managing Multiple Alliances" |
| 7 Jun 11 | Managing Alliance Portfolios and Multiple Alliances  
Alliance leadership |
|         | Notes: III. Managing CBSAs: 74-80  
"Lessons for China JV's"  
"Meaning and Importance of Leadership in Strategic Alliances" |

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Project

Assignment: Describe and analyze a particular CBSA

Teaming: Teams of up to 4 people allowed

Reporting: Written Report of 5-10 pages plus Classroom Presentation 45 minutes

Outline:

I. Pertinent background on partnering companies/industry – 10%

II. Strategic objectives of the alliance – 10%

III. How it was formed – 20%

- Thinking that led to decisions; How partners were chosen; Negotiation process

IV. Structure of the alliance – 10%

- Key elements and responsibilities

V. Management and Governance – 20%

- Challenges, tasks, approach

VI. Overall assessment – 30%

- What was good? What was bad?

- Conclusions; Recommendations

Grade: 40% of Final Grade; 30% team effort, 10% individual

Schedule:

Formation of teams – April 9

Proposal outlining intention and approach – April 23 (email to professor)

Class Presentations – June 16

8/9 Jun 16

Project Presentations and discussions

10 Jun 18

Review and Wrap up

15 TBD

Final Exam

Case to be assigned beforehand