



Course and Examination Fact Sheet: Spring Semester 2026

8,218: Alliance and Network Strategy (SIM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

decentral - Active participation, Analog, Individual work individual grade (25%)

Examination time: Term time

decentral - Written examination, Digital, Individual work individual grade (40%, 90 mins.)

Examination time: Term time

decentral - Presentation, Analog, Group work individual grade (35%)

Examination time: Term time

Attached courses

Timetable -- Language -- Lecturer

[8,218,1.00 Alliance and Network Strategy \(SIM\)](#) -- English -- [Stonig Joachim](#)

Course information

Prerequisites

SIM core course Strategic Management or equivalent

Learning objectives

Students who complete the course should have learnt to:

- Understand how different forms of cooperative strategies (strategic alliances, networks, and platform ecosystems) are effectively designed and implemented
- Develop a strategic perspective on how to effectively use cooperative strategies in the context of a firm's overall strategic direction
- Discuss and debate effects of cooperation and competition at industry and societal level, with an awareness of global differences

Content

Driven by blurring industry boundaries, rapid technological change, and rising corporate valuations, cooperative strategies are an increasingly prominent strategic choice. This course will provide an in-depth understanding of a variety of organizations forms to realize cooperative strategic advantage:

- Bilateral alliances (e.g., Microsoft-OpenAI)
- Networks (multi-partner alliances such as Star Alliance)
- Innovation ecosystems (e.g., charging infrastructure)
- Platform ecosystems (e.g., gaming)
- "Mega-ecosystems" (e.g., iOS, WeChat)
- Standardization (e.g., WiFi)

Furthermore, we will discuss the strategic challenges associated with cooperating in a competitive environment:

- Partner choice, negotiation, implementation, and closing of alliances
- Orchestrating multiple partners in ecosystems
- Co-opetition dynamics



- Antitrust issues
- Etc.

Structure and indications of the learning and teaching design

The course consists of 9 modules, including an introduction. Most modules will be structured around the discussion of an extended case (published or provided "live" by guests). The modules will mix a focus on organizational forms with a discussion of specific strategic challenges.

Literature

Mandatory, recommended, and optional course literature will be uploaded to Canvas or announced during the course.

Additional information

Please note that this course will not be open for bidding in the waiting list rounds. Students can bid for the course in the preliminary and main rounds of the bidding only.

Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination modalities

Examination type	Active participation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	25%
Duration	--

Languages

Question language: English
Answer language: English

Remark

Class participation

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

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2. Examination sub part (2/3)

Examination modalities



Examination type	Written examination
Responsible for organisation	decentral
Examination form	Written exam
Examination mode	Digital
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	40%
Duration	90 mins.

Languages

Question language: English

Answer language: English

Remark

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Examination-aid rule

Open Book

Students are free to choose aids, apart from the following restrictions:

- pocket calculator models which are not part of the Texas Instruments TI-30 series, as well as any programmable electronic devices that are capable of communication such as electronic dictionaries, notebooks, tablets, smartphones, headsets, additional screens, etc. are not admissible;
- there is an option for faculty members to explicitly define exceptions under supplementary aids.

Procuring any aids, as well as ensuring their working order, is the exclusive responsibility of students.

Supplementary aids

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3. Examination sub part (3/3)

Examination modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work individual grade
Weighting	35%
Duration	--

Languages

Question language: English

Answer language: English

Remark

Case moderation

Examination-aid rule

Free aids provision



Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

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Content

The evaluation consists of three parts:

- The moderation of a case discussion in groups, including the preparation of the necessary materials
- Active participation during the discussion of the cases and in the other course modules
- An open book exam, in the format of a case solution

Literature

For this course all compulsory readings (articles and cases) will be available for download on Canvas. The readings have to be prepared before each class.

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 13 (Monday, 23rd March 2026) 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, 22nd January 2026);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 16 March 2026);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 14 (Monday, 30 March 2026);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 15 (Monday, 06 April 2026).