

## COURSE DESCRIPTION CARD

NOTE: If the course includes lectures and classes, the Course Description Card applies to both types of instruction.

**1. Course title**

**Alliances, Mergers and Acquisitions**

**2. Course code:**

Number of ECTS credits: **5**

Course completion mode: **E**

Course commenced / Year **2**

**3. Major:** Internationals Business

**4. Department of major coordinator:** Department of Consumption Research

**5. Name of course instructor:**

Lecture: Prof. Maja Szymura-Tyc, Ph.D.

Classes: Monika Sulimowska-Formowicz, Ph.D.

**Examiner: Prof. Maja Szymura-Tyc, Ph.D.**

**6. Department of course instructor:** Department of International Management

**7. Number of contact hours with students:**

Type of instruction	Full-time study	Part-time study
lectures	28	-
classes	14	-
foreign language classes		-
lab classes		-
seminars		-
e-learning		-
other		-
<b>Total hours</b>	42	-
examination (hours)		-

**8. Course timeframe - no. of semesters:** 1

Course commencement / Year: 2

Course commencement / Semester: winter

**9. Level of tertiary education:** Master

**10. Course status**

Elective for: International Business

**11. Course prerequisites**

Compulsory: Strategic Management,

Recommended: International Business Strategy

**12. Course objectives:** development of knowledge and understanding of the role of alliances mergers and acquisitions in the international business strategy; understanding of factors (external) and motives (internal) of establishing AMAs, development of knowledge on the processes of establishing AMAs and their management.

**13. Teaching and learning methods:**

**A. Direct student-instructor contact:**

No.	Teaching methods	Description	Number of hours	
			Full-time study	Part-time study
1.	Interactive lecture with Power Point presentations	Presentation of theoretical foundations and basic concepts related to alliances, mergers and acquisitions	24	-
2.	Classes with Power Point presentations and class discussions on cases	Presentation of management issues in international alliances, mergers and acquisitions	14	-
3.	Discussion on project presentations	Analysis of selected cases of international alliances, mergers and acquisitions	4	-
Total			AS: 42	AN:

**B. Self-study:**

No.	Learning methods	Description	Number of hours	
			Full-time study	Part-time study
1.	Literature and lecture notes study	Studying handbooks, readings and lecture notes - individual work	60	-
2.	Project on international alliances, mergers and acquisitions	Analysis of secondary and primary data on AMA in selected industry - team work	16	-
3.	Case studies	Presentation of a given case study - team work	8	-
Total			BS: 83	BN:

Total AS+BS = 125

Examination (E) = 2

Total AS+BS+E= 127

Total AN+BN = .....

Examination (E) =.....

Total AN+BN+E = .....

**14. Key words:** business development strategy, alliances, mergers and acquisitions

**15. Course content:**

- AM&A in international business strategy
- Alliances in business development strategy
  - The concept of strategic alliances
  - Theoretical foundations of strategic alliances
- Drivers and motives of strategic alliances
  - External drivers of alliances
  - Internal motives of alliances
- Types of strategic alliances and networks
  - Types of alliances
  - Portfolio and network of alliances
- Strategic alliance management
  - Alliance partner selection
  - Alliance governance structure and strategy
  - Alliance performance measurement
- Dynamics of alliances lifecycle
  - Success and risk factors of strategic alliances
  - Balancing risk and trust in international alliances
- Mergers and acquisitions
  - External drivers and internal motives of mergers & acquisitions
  - Challenges in managing mergers & acquisitions

**16. Course learning outcomes as related to the learning outcomes of the major and methods for assessing student attainment**

Intended learning outcomes of the major / Symbols	Intended learning outcomes of the course	Methods for assessing student learning outcomes	Documentation
<u>Knowledge</u>			
IB2_K01# IB2_K08#	1. Knowledge and understating of the theoretical foundations of establishing AMAs and their performance in international business. 2. Understanding of the formal requirements necessary for establishing AMAs as an element of international business strategy	Written exam	Exam copies
<u>Skills</u>			
IB2_U01# IB2_U02#	1. Development of ability to analyse AMAs cases and recommend proper measures 2. Development of ability to analyse AMAs in selected industries and their motives and performance	Case studies presentations AMAs projects	Copies of case presentations and answers Copies of projects' presentations
<u>Social competences</u>			
IB2_C02# IB2_C04#	1. Understanding of the complexity of AMAs decisions on their performance and the necessity of professional expertise in establishing them 2. Understanding of AMAs influence on the development of international and national sectors of an economy	Class discussions and team work on case studies and projects	Assessment of class activity

**17. Method for determining the final course grade:**

No.	Methods for awarding credits and course completion requirements	Description	Percentage of the final course grade*
1.	Written exam	Written exam with open questions based on literature studies and lectures – individual work	50%
2.	Project presentation	Presentation of a project including the analysis of an international alliance, merger or acquisition in a selected industry – team work	20%
3.	Case studies	Analysis of a given case of international alliance, merger or acquisition – team work	10%
4.	Class activity	Class discussion on presented lectures and cases	20%

\* If students are required to obtain both a class grade and an exam grade, the class grade constitutes at least 30% of the final course grade.

**18. Reading list**

**Mandatory readings:**

- Child J., Faulkner D., Tallman S., Hsieh L. (2019), Cooperative Strategy: Managing Alliances and Networks, 3<sup>rd</sup> ed. Oxford University Press or Child J., Faulkner D., Tallman S. (2005, 2015), Cooperative Strategy: Managing Alliances, Networks and Joint Ventures 1<sup>st</sup> and 2<sup>nd</sup> ed., Oxford University Press, Oxford
- DePamphilis D. (2005), Mergers, Acquisitions, and Other Restructuring Activities. Elsevier Academic Press.

**Suggested readings:**

1. Mesquita L., Ragozzino R., Reuer J. (eds.) (2017), Collaborative Strategy. Critical Issue for alliances and networks, Edward Elgar, Cheltenham UK, Northampton, USA.
2. Larimo J., Nummela N., Mainela T. (eds.) (2015), Handbook on International Alliances and Network Research, Edward Edgar Publishing.
3. Fonfara K. (ed.) (2012), The Development of Business Networks in the Company Internationalisation Process, Poznan University of Economic Press.
4. Boch K., Beamish P. (2007), Mergers and Acquisitions: text and cases, SAGE Publications, Thousand Oaks, New Delhi, London.
5. Schaan J. L., Kelly M. (2007), Cases in alliance management: building successful alliances, SAGE Publications, Thousand Oaks.

**19.** Language of instruction: English

**20.** Course instructors' recommendations: -