ALLIANCES AND ACQUISITIONS
SPRING 2012

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Course Description

Alliances and acquisitions are prevailing practices in the business arena, and have been treated as alternatives for firms to grow further. These two modes of expansion share some common features, such as that they are both associated with collaborating two or more firms and their outcomes both depend largely on the success of integrating firms. This course will introduce important research issues regarding these two practices.

Both conceptual readings and empirical studies will be used to develop a better understanding of alliance and acquisition research. It should be noted that this course is not intended to focus on the technical side of managing alliances and acquisitions; instead, it aims to discuss research issues arising from these two practices.

To facilitate learning, class participation by all students is expected. The reasons this is so are: first, we can all learn from each other’s viewpoints and experience, second, we often learn more by debating issues than by listening passively, and third, there is no one best way to tackle complex research problems and we must take into account alternatives. In sum, I will expect three P’s from students in every class:

- Presence – attendance is required.
- Preparation – readings and assignments are to be done on time.
- Participation – share your views and questions in class.

Grading

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<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Presence, preparation, and participation</td>
<td>30%</td>
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<tr>
<td>Presentation of progress reports</td>
<td>25%</td>
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<tr>
<td>Term paper</td>
<td>25%</td>
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<tr>
<td>Midterm exam</td>
<td>20%</td>
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Policy on Cheating

Cheating on exam, plagiarism of published authors or classmates, or any other form of academic dishonesty will result in an automatic fail in the class and the incident will be reported for further action.

Course Outline

Week 1 (02/22/2012)
Course Overview and Expectations

Week 2 (02/29/2012)
Alliances versus Acquisitions


Week 3 (03/07/2012)
Alliance Outcomes – Alliance Performance


Week 4 (03/14/2012)
Alliance Outcomes – Participating Firms’ Benefits

Week 5 (03/21/2012)
Other Alliance Outcomes


Week 6 (03/28/2012)
Partner Selection

- Progress report on term paper (I)

Week 7 (04/04/2012)
Spring Break

Week 8 (04/11/2012)
Exploration and Exploitation in Alliances

- Progress report on term paper (II)

Week 9 (04/18/2012)
The Impact of Alliance Experience

- Gulati, R., D. Lavie, and H. Singh. 2009. The Nature of Partnering Experience and the

**Week 10 (04/25/2012)**

The Impact of Rival Firms

- Progress report on term paper (III)

**Week 11 (05/02/2012)**

Midterm Exam

**Week 12 (05/09/2012)**

Alliance Portfolio

- Progress report on term paper (IV)

**Week 13 (05/16/2012)**

Acquisition Propensity


**Week 14 (05/23/2012)**

Partial vs. Full Acquisition


• Progress report on term paper (V)

**Week 15 (05/30/2012)**

*Acquisition Processes and Subsequent Evolution*


**Week 16 (06/06/2012)**

*Acquisition Outcomes – Acquirers’ Postdeal Performance*


• Progress report on term paper (VI)

**Week 17 (06/13/2012)**

*Integration in Acquisitions*


**Week 18 (06/25/10)**

**Paper Due**