

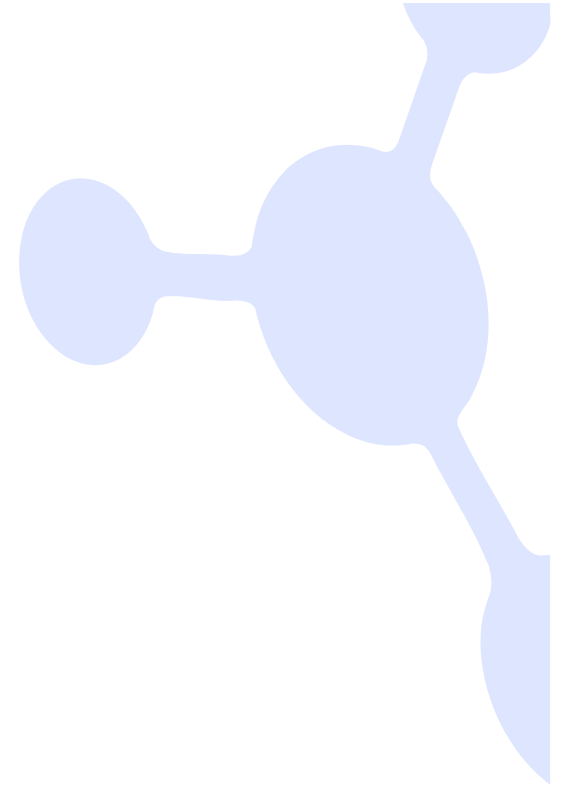


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Summary



Outline

- Themes
- Methods
- Cases
- Examination

Networks have become an ubiquitous form of organising
... across all parts of society, e.g. neighbourhood networks, the Mafia, or international political or military alliances.

In light of hugely diverse network arrangements (comparable to the diversity in firms), a classification of networks is necessary

The „New Economy“ has been seen as a major driver for increased networking

Technology is increasing network effects (externalities) and has transformed and created markets on a global scale.

Collaboration and networking seem to be a promising strategic option

Explain the emergence of networks. What are underlying contingencies, drivers and motives?

Explain dimensions (or views) to describe the specifics of networks by using an example.

Explain the mechanisms by which the New Economy has contributed to the proliferation of networks.

Explain the (potential) strategic advantages and motives for collaboration.

But networks are precarious organisational arrangements

they are inherently unstable, hybrid, underorganised arrangements

One response is to emphasize a diligent network management

Specific network management challenges need to be identified

The focus throughout this course will be on ICT enabled forms of networking

technology fits right into the structural characteristics of networks as communication rich environments.

Explain, why networks are precarious arrangement.

Why would companies engage in unpredictable and unstable organizational arrangements?

What is specific for network management. Describe views and specific areas, e.g. network portfolio management.

Discuss the linkage between ICT and networks.

	Theme	Learning Goals
1.	Introduction to the "Network Economy"	Understanding the increasing role and importance of networks. Historic background (Hanse) and current trends.
2.	Networks & IOS	Strategic rationale for networking and the role of technology. The co-existence of collaboration and competition. Contingencies for the development of networking arrangements, e.g. industry structure Distinction of networking arrangements, e.g. the virtual organisation
3.	Standards	The role and diffusion of standards for IOS Strategic rationale for standardisation vs. customer lock-in and rising switching costs
4.	Theory	Explaining the proliferation of networks from different theoretical perspectives Networking in the context of enterprise life cycles Move-to-the-market vs. move-to-the-middle Mixed mode hypothesis
5.	Network management	The specific challenges of managing in a network environment. Network life cycle
6./ 7.	Electronic Business	Technology driven business innovation

Theories & methods

Theories

- Strategy
- TCE
- Isomorphism
- Diffusion
- MBV/ RBV
- Social capital/ trust

Methods/ heuristics

- Sponsor-adopter
- ioBPR/ BNR
- Network innovation profile (Marchand)

Cases

Airline Alliances	Star Alliance SkyTeam One World	http://www.staralliance.com/ http://www.skyteam.com/ http://www.oneworld.com/
Airline Association	IATA	http://www.iata.org
Tourism Intermediaries	Opodo Expedia Tiscover	http://www.opodo.de/ http://www.expedia.de/ http://www.tiscover.com/
eMarketplaces	Covisint Click2Procure	http://www.covisint.com http://www.click2procure.de
Manufacturing	Virtuelle Fabrik Bodensee	http://www.vfeb.ch/
Construction	Interessengemeinschaft Datenverbund für die Haustechnik	http://www.igh.ch/
Grocery Retailing	TESCO ALDI LeShop	http://www.tesco.uk/ http://www.aldi.de/ http://www.leshop.ch/

Structure of examination questions

Similarity vs. heterogeneity of network arrangements (90 points)

We have argued and empirically shown that there is a huge variety of network arrangements. And yet we have seen striking similarities in some industries, e.g. among the airline alliances.

- Describe similarities and differences among the airline alliances (or another example of your choice).
- Explain the emergence of similar network arrangements using the concept of isomorphism.