

Student ID	
Start Time	
Finish Time	

Main Examination Period 2025 – January – Semester A - Timed Examination

Module Code and Title: BUSM096 Business Relationships and Networks

Date of exam: 7 January 2025

Duration and submission of exam: upload your completed exam paper to QMPlus **within three hours** of downloading

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This paper contains 4 questions. Answer 2 questions ONLY

If you answer more questions than specified, only the first answers (up to the specified number) will be marked.

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Examiner: Prof. Stephan Henneberg

Question 1

Choose three important concepts relating to business relationships. Why are they important for explaining business relationships (e.g., how do they fit into a model that explains business relationship performance). How does each of these concepts relate to grounding theories? Are these concepts representing relationship marketing instruments, and if not, how could instruments affect them? Use the Hatteland/Autostore – Amazon business relationship use case to exemplify your answers.

[50 Marks]

Question 2

A supply chain manager states about their firm's supplier business relationships: "I manage all my supplier relationships in the same way". Critique this statement by referring to at least four important concepts and theories relating to business relationships (one should be the relationship lifecycle concept, another one should be Transaction Cost Economics).

[50 Marks]

Question 3

Outline the 'narrow definition' of the concept of the dark side of business relationships. What are mechanisms that drive the dark side? What are managerial activities that could mitigate against the dark side of business relationships. How could a focal firm know that one of their business relationships is 'dark'? Use the Hatteland/Autostore – Amazon business relationship use case to exemplify your answers.

[50 Marks]

Question 4

Is the marketing in business relationships the same as in business networks? What are additional concepts and instruments used to manage in a network? How can the concept of network pictures be used for managing in networks, and how does it link to concepts around 'networking', e.g. by Ford?

[50 Marks]

End of Paper