

Intellectual Capital Management

Kellogg MGMT 441 (Formerly TECH441)

Winter Quarter offering 2015 Syllabus version 1 (76)

Kellogg MGMT441 Sec. 76: **Saturday 1:30 PM to 4:30 PM, Room TBD, Wieboldt**

Course Description: This course covers the broad agenda of using intellectual capital for competitive advantage. With globalization, intangible assets such as human capital, intellectual property, brands and relationships have become the dominant proportion of a firm's market value. Yet most firms do a poor job of managing this intellectual capital strategically. This course adopts a "lifecycle" approach to the management of an intellectual asset covering the creation of the asset, the codification of the asset in the form of intellectual property (IP), the valuation of the assets, the protection of the assets and leveraging of same into future markets for growth. Case studies examine management challenges in entertainment, finance, pharmaceuticals, health care, consumer electronics, agribusiness, biotechnology, consulting, venture capital, telecommunications, software and other contexts. The social implications of intellectual property policy and global development are explored. **THIS COURSE SATISFIES DISTRIBUTION REQUIREMENTS IN MULTIPLE KELLOGG MAJORS INCLUDING Strategy (MGMT), KIEI, INTL (affiliate), HEMA (See instructor about Final Project Choice), MECN, and MMM design track.**

Instructor: **James G. Conley**, Center for Research on Technology & Innovation, Kellogg School of Management, Phone 847-491-4814, e-mail: j-conleya@northwestern.edu

Assistant: Abhisekh Adhikari, 847-467-5506, abhisekh-adhikari@kellogg.northwestern.edu

Teaching Style: Intellectual capital management methods and practices will be introduced through demonstration and discussion in the first half of each class period. Industry specific examples will be investigated through case studies addressing firms in multiple sectors of the global economy. The class discussions and assignments are designed to help us learn from each other.

Reference Materials: There is no text for this class. The reading list for the course is listed on page 14-15 of this syllabus and is herein referred to as the "Reader". Note that Reader content is either required ((**R**) in case pack) or required available online (**RO**) or suggested ((**S**) available online via Canvas or NU Library). See page 14 (Reader content) and page 15(case pack content, all required reading) for clarification. Instructions for accessing online readings at NU library listed at front of case pack and available in Canvas.

Course Schedule (subject to change): *Content/order is subject to change Note that a “session” in what follows is equivalent to two 1.5 hour sessions as a section 61 or one 3 hour session as a section 31, 91, 81, 71 or 76.*

Session/Week #1:**Subjects: Course Introduction.**

- Review of Syllabus, Schedule, Deliverables etc.
- From tangible to intangible and the shifting sands of global economic foundations.
- Schumpeter v. Keynes...embracing disruption: The role of innovations and new combinations.
- The role of intangibles in Global trade, WIPO and WTO
- The legal primacy & critical significance of inventors, creators, innovators & entrepreneurs in both developing and developed economies
- Sources of Innovations, dimensions of the business system, the innovation radar tool.
- Strategic differentiation and tactical leveraging of investment in innovation to realize growth.
- The Industrial view of strategy, the five forces and barriers to entry
- The resource based view of strategy, resource heterogeneity and “imperfect imitability”
- The PFI view of strategy and the roles of local policy systems, national vs. international
- The taxonomy: intangibles, intellectual capital, intellectual assets, and intellectual property
- Secure forms of intellectual capital, brief review of the intellectual property regimes
- The Life Cycle of an innovation and or intellectual asset
- Brief introduction to IP portfolio management, value transference, translation, transportation and articulation
- Brief case study examples, inventions to brands (Aspartame and NutraSweet, Dolby, Eagle Boys, Monsanto).

Readings/Assignments for Week #1:

1. Form study groups & forward the list to Abhisekh by end of Week 1. Size of study groups will be determined in 1st class by number of enrollments and will be reviewed in class during week#1.
2. Review Reader contents #1 through # 8 (see pg. 14 of the syllabus)
3. Read and prepare ttools case assignment 1. (reader contents #12-15, assignment 1 online at the Canvas site) and be prepared to present group result in class during initial session of Week #2.

Session/Week #2:**Subjects: Management of functionally rich innovations with short monopoly lives (inventions, patents)**

- Discussion of the tools A Assignment 1 Case, inventions and the competitive dimensions of IP for the resource poor or start up entrepreneurs.
- Inventions in the context of commercial innovation
- From the Sybarites (BC) to the Venitians (Renaissance) to Adam Smith, Benjamin Franklin, John Adams, Thomas Jefferson, James Madison and the U.S. Constitution, Article 1 Section 8, a system of limited life monopoly rights granted to encourage public disclosure and entrepreneurial risk taking.
- Why patents? The Treaty of Paris and the Paris Convention (patents) and the Hague Convention (registered designs), Alternative forms of invention security for international markets, registered designs and utility models
- Prosecution vs. Litigation
- Patent prosecution at the USPTO, WIPO & other IP entities, transactional efficiencies realized through WIPO and other regional IP offices (Eurasian IP office...)
- Patent Litigation and the courts, US CAFC, USSC, and other global forums for dispute resolution
- What is patentable?
- Patents and Patent families
- Patent portfolios
- Teardown of a US Patent
- Wall Street Patents, Business Process Patents, Software patents
- Strategies for patent prosecution, continuations, CIP's, Divisionals, Reissues etc.
- The global Perspective on patent prosecution, EPO, USPTO, JPO, PCT, WIPO etc.

Readings/Assignments for week #2:

1. Review Reader contents #9-11, 16-20 (see pg. 14 of the syllabus)
2. Read and prepare Outrage in Cyberspace case (reader contents #23, assignment 2 online at the Canvas site) and be prepared to present group result in class in first session of week #3.

Session/Week #3:**Subject: Management of the expression of ideas, Advertising, Software, Media and artistic works**

- Discussion of the CompuServe and the GIF Algorithm Case Study
- Innovation in the expression of ideas in advertising and other mediums
- What is a copyright and what can be copyrighted? The Berne Convention and the international standards and system for copyright security.
- Derivative works,
- Parity: *The Wind Done Gone* etc.
- Copyright in Media Enterprises
- Infringement of copyrighted works, concepts and reality, vicarious liability
- Tests of infringement: , New Yorker, iTunes Floyd and BuyMusic.com, Eminem and Audi
- Disney and IP Management, Copyrights to Character Marks, Transference, Translation and Transportation.
- Fair Use of copyrighted works, the five factor test, and international tests for Fair Use.
- Moral rights of creators in international markets.
- Googles bold stand and The Copyleft view of Copyright
- Getting beyond the “fogged” uncertainty of required permissions and Creative Commons
- Efforts of logical extensions to science and a science commons

Readings/Assignments:

1. Review Reader contents # 21, 22 & 24 (see pg. 14 of the syllabus)
2. Read and prepare The Zen Patent: Apple v. Creative case (reader contents #27, assignment 3 online at the Canvas site) and be prepared to present group result in class in first session of week #4.

Session/Week #4:**Subject: Management of Brands and Source identifiers, Marks, Dress and Cognitive Touchpoints of the user Experience**

- Discussion of The Zen Patent Case
- Trade Marks, Service Marks Trade Dress, Trade Names in the context of a Brand
- Innovations in marketing and how we establish Brand identity through sound, smell, sight, and even taste
- Cognitive touch points of the user experience
- Trademarks and the USPTO, Registration, Madrid system, European TM system.
- The continuum of Trademark Strength and strategies for leveraging same
- Life cycle costs of enforcing a descriptive mark versus a fanciful mark,
- The Descriptive-Distinctive dichotomy in mark selection
- Brands, Identity, Meaning and Semiotics, the IP Ecosystem and brand meaning
- Digital age challenges in TM and Brand Management
- Cyber squatters and Trade name/Trademark-Domain Name Disputes, meta tabs
- The Treaty of Madrid and the Madrid Protocol
- The Evolving nature of brands and source identity communication in a “home” market and multiple international markets.

Readings/Assignments

1. Review Reader 25, 26, 28-30 (see pg. 14 of the syllabus)
2. Read and prepare Disney Case and be prepared to discuss group result in class during in first session of week #5. [NO DELIVERABLES]

Session/Week #5:**Subjects: Building and sustaining competitive advantage through Intellectual Capital**

- Discussion of the Disney Case Assignment 4 case
- Choosing among the different modes of managing intellectual capital: intellectual property; contract; self protection
- Brief review of Trade Secrets and utility of confidential information
- The Uniform Trade Secrets Act (US), Confidentiality in EU and BRICS, vulnerability of intangibles vs. tangibles.
- Employment contracts, IP and Trade Secrets
- Moving between equivalent jobs in competing firms and the practical limitations of the theory of inevitable disclosure
- Critical thinking about Trade Secrets in hiring (employer perspective) and career management (employee perspective)
- The continuum of innovation security and intellectual asset protection: from tacit to explicit knowledge
- The boundaries between public and private and among the forms of intellectual property; differing values and property regimes in multiple national contexts.
- Value transference: from one form of intellectual property to another; from one product, or product aspect, to another; from one business to another
- Innovation management in a networked world, proprietary versus open models and the implications for global intellectual capital management

Readings/Assignments

1. Read and prepare The AstraZeneca, Prilosec and Nexium together with case supplement. case (reader contents #32,33 assignment 5 online at the Canvas site) and be prepared to discuss. **Individual Assignment.**

Week #6:**Subject: Innovation and Intellectual Capital Management in the regulated Pharmaceuticals Industry.**

- Discussion of *Astrazeneca, Prilosec & Nexium KSM Case study*
- The domestic and international markets for therapeutics, the Ranbaxy's, Teva's and Sandors take on the big Pharma
- The research and development process for innovative therapeutics, from discovery to market entry
- Costs, Risks, and rates of failure
- Regulators (FDA and international equivalents etc) and their role in governing market entry by innovators and imitators (generics)
- The role of Patents for compositions, method of manufacture, method of delivery and other inventions
- Hatch Waxman act in the US, Patent term restoration act due to FDA approval delays
- Impact of Direct to Consumer advertising, market effects and FDA regulation thereof
- The Intermediaries: Physicians and the Insurance Companies
- Off label prescriptions
- Orphan Drug Status, Pharmacogenomics: Genzyme and Gauchier's Disease, Pediatric Studies
- Going over the counter: Case of Zantac
- Cornering the markets for key ingredients
- Introducing own generic to create 1st Mover Advantage in Generics market: Novartis
- Suing the Generics to complicate/delay market entry, Paying the Generics not to produce: Barr Laboratories and BAYER Cipro
- The Indian Generic view of global market opportunities and how IP is used in a global context to attack Big Pharma continuously.

Session/Week #7**Subject: Guest Speakers addressing IP Assets & Value.**

- Case Study: Pregablin, Lyrica & Northwestern University
- The Role of GAP, FASB, IFRS 3 and other international accounting and securities regulations
- Life of Intangibles... could be indefinite
- Traditional Valuation Approaches
 - Market comparables approach
 - Cost approach
 - Income approach
- Litigation Valuation methods
 - Reasonable royalty
 - Royalty rate determinants
 - Georgia Pacific Factors
 - Lost profits basis
- Non-Traditional IP Valuation Methodologies

Readings

1. Review Reader contents 34- 36 (see pg. 14 of the syllabus)

Session/Week #8**Subject: Emergent Markets for IP Assets & IP Analytics**

- Emergent marketplaces for IP
 - Ocean Tomo Auctions
 - Patent Board
 - IP ratings mechanisms
 - Perspectives on IP Management from Industrial Multinational Firm Like Caterpillar
 - IP Data & Analytics
 - Strategy
 - Marketing

Readings

1. Review Reader contents 37, 39- 41 (see pg. 14 of the syllabus)



Session/ Week #9:

Subject: Student presentations of project research

- During this week students will present results of final project research that explore current interests/ challenges/opportunities and or topics in intellectual capital management.

Week #10

Subject: Student presentations of project research (cont.) & Course Summary

- The Mystery of Capitalism, Desoto Theory and property infrastructures
 - Emerging primacy of innovators and those who invest in innovation
 - Challenges of the “fast follower” from emerging economies
 - Intellectual Capital and Intellectual Property in a Global Marketplace
 - Market forces and the rule of law Alan Greenspan
 - WIPO and Intergovernmental organizations of the UN, WTO and forums for proactively managing the competitive playing fields of trade based on intangibles
 - Course Review and Summary
 - Reminder about Student project final deliverable dates and MGMT441 Class participation self-assessment and peer group evaluation.
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- Course Evaluation

Readings for Future Interest:

1. Review Reader contents #31,38 & 42 (all supplemental and not required)

Grading (Below weighting is subject to change):

Grade Component	Individual / Group	Weight
Class Participation	Individual	20 %
Case Write-ups/Assignments	Study Group	15 %
Midterm Exam Case study	Individual	30 %
Final project write-up	Study Group	35 %

Case Assignments/Study Groups:

Case assignments typically pose a number of questions that should be efficiently addressed in a format specified on the assignment page. You are expected to form study groups of 4-5 students (exact size to be determined in class #1) for discussion of the cases and notify the instructor of your grouping by the end session 1 or as soon as possible by e-mail. We request that you stay in the same study group throughout the course

Assignment Due Dates: Four case study based assignments w/ deliverables due in weeks 2,3,4,and 6 of the quarter. The first 3 of these assignments are group deliverables. Assignment 5 will be a case based midterm exam that will be an individual assignment. **Assignment 4 has no deliverable** but it is a case with some specific assignment questions to prepare for discussion. More on this schedule in week 1 of the quarter.

Assignment 1: To be deposited in Canvas + e-mail to AA by **0900 on 1/16**

Assignment 2: To be deposited in Canvas + e-mail to AA by **0900 on 1/23**

Assignment 3: To be deposited in Canvas + e-mail to AA by **0900 on 1/30**

Assignment 4: **NO DELIVERABLE**, Be prepared for discussion in class **on 2/7**

Assignment 5 (MIDTERM): To be deposited in Canvas + e-mail to AA by **0900 on 2/13**

Midterm Examination

The midterm for this course will be a straight forward exam/Case analysis covering materials discussed in class and addressed in the assigned readings.

Final Project:

This assignment is to be carried out with the members of your study group.

Objectives:

The final project offers an opportunity for student groups to exercise and or integrate the content of the course into an in-depth analysis of state-of-the art intellectual capital management processes within a specific firm or industry (healthcare, pharmaceuticals, power generation, automotive, retail, consumer durables, etc.) or technology application domain (electro-optics, etc.). The manuscript can take the form of either a white paper or a case study. Examples of past deliverables are available on the CANVAS web site and will be discussed in depth during the first day of class.

Deadlines & Deliverables:

- Deliverables include a final manuscript and a 15-20 minute PowerPoint (exact amount of time allowed determined by class size) presentation to be delivered to the class during week #9 or #10. PowerPoint files must be delivered to the Canvas *and by e-mail to Abhisekh and instructor* by **0900** one day before the first class day of week #9 (3/6).
- All final project manuscript deliverables are due in MSWord document format deposited in the Canvas site *by Noon Thursday March 20*. To deliver the final manuscript in any other format requires explicit permission of the instructor.

Grading of Final Projects:

Your grade will be determined based on the quality of your written report and presentation.

A high quality written deliverable is characterized as follows:

- Sound structure, based on a relevant conceptual framework.
- Comprehensive coverage of the relevant issues.
- Consistency and depth of analysis; specific rather than vague.
- Informative and thought provoking figures and table. In short, the tables and figures should tell the story of your paper.
- Good balance between description, analysis and recommendations. When you draw on other sources, it is important that you not merely 'cut and paste' them into your text, but carefully integrate the underlying reasoning into your analysis.
- Clearly written and well organized.
- Reference and or Footnote EVERYTHING in your paper. Exhaustive and thorough referencing of all information sources with appropriate bibliographic detail and dates accessed for WWW information. Unsupported inferences will be viewed as speculation. All prepared in MSWord Format

A high quality presentation will be clear, informative and balanced in the allocation of time to content. Your objective is to brief your classmates efficiently on your findings. All presentations should be prepared in powerpoint format. Please plan no more than 40 minutes total for presentation and questions.

Summary of Deliverables: (Canvas & e-mail abhisekh-adhikari@kellogg.northwestern.edu)

Assignment 1: To be deposited in Canvas + e-mail to AA by **0900 on 1/16**

Assignment 2: To be deposited in Canvas + e-mail to AA by **0900 on 1/23**

Assignment 3: To be deposited in Canvas + e-mail to AA by **0900 on 1/30**

Assignment 4: **NO DELIVERABLE**, Be prepared for discussion in class **on 2/7**

Assignment 5 (MIDTERM): To be deposited in Canvas + e-mail to AA by **0900 on 2/13**

Final project presentation: To be deposited in Canvas + e-mail to AA by **0900 on 3/6**

Final project manuscript: To be deposited in Canvas + e-mail to AA by **Noon on 3/20**

Class part self-assessment/ SG peer eval due in Canvas + e-mail to AA by **Noon on 3/20**



Feedback on your Performance in this Course

I am very willing to help each student group develop and polish the course deliverables. I welcome the opportunity to comment and edit drafts of student work, provided that I am given ample time. Teams or individual students can arrange meetings with me, schedule permitting. Note that for the downtown sections 71, 76 or 31, I will be in my office at Wieboldt Hall Each week at least 1 hour before class begins.

If time permits, we will discuss a proposed schedule of final project interim (ungraded) deliverables to help students prepare and manage their time during the quarter.

Honor Code

All students are expected to abide by the *Kellogg Honor Code and ANY OTHER RELATED NU Honor Codes* in undertaking and completing deliverables for the assignments in this course. See Below URL for link to the Kellogg Honor Code:

http://www.kellogg.northwestern.edu/stu_aff/honor/hcode12.htm

Intellectual Capital/Property Resources on the Web:

For the passive learners amongst us, there are some great podcast course related materials available made in the last calendar year. This American Life did an interesting, accessible patent troll story last summer (around intellectual ventures and a patent on cloud computing)- Liz Dengel a student in the WQ2014 offering of MGMT441-61 sent this to me and I pass it along to you.

<http://www.thisamericanlife.org/radio-archives/episode/496/when-patents-attack-part-two>

Also, there is an interesting series of short, seven minute Video's entitled Everything is a Remix. This provocative series is about where ideas such as patentable inventions and copyrighted materials originate:

<http://everythingisaremix.info/watch-the-series/>

This is a four part series of about 7 minutes/part. The creator of Everything is a remix also did a special case study on the Smart Phone and how it is a derivative of so many other inventions: <http://everythingisaremix.info/>

The MIHR PIPRA Intellectual Property Handbook: <http://www.iphandbook.org/>

European Patent Office: <http://www.epo.org/>

European Trademark and Designs Office: <https://oami.europa.eu/ohimportal/en/>

German Patent and Trademark Office: <http://www.dpma.de/index.htm>

Canadian Intellectual Property Office: <http://patents1.ic.gc.ca/>

United States Patent and Trademark Office Information site: <http://www.uspto.gov/>

United States Copyright Office: <http://www.loc.gov/copyright/>

National Patent Offices link page: <http://www.uspto.gov/web/menu/other.html>

WIPO site with helpful tutorials: <http://wipo.int/sme/en/multimedia/>

WIPO Small Medium Enterprise resources page: <http://wipo.int/sme/en/>

Global Directory of Intellectual Property Offices: <http://www.wipo.int/directory/en/urls.jsp>

CAMBIA Initiative for Open Innovation <http://www.cambia.org/daisy/cambia/home.html>

Google patents beta site <http://www.google.com/patents>

Free patents online (full pdf of US/EU documents) <http://www.freepatentsonline.com>

EPO Search Platform Espacenet: http://worldwide.espacenet.com/?locale=en_EP

Information about Trademarks & Domain Names: <http://ladas.com/expertise/trademarks-brands/>

Character Licensing and Disney Consumer Products Division: <https://licensing.disney.com/Home/display.jsp>

Mark and Brand Licensing newsletters: <http://www.adventurepublishinggroup.com/>

Brand licensing via Perpetual Licensing: <http://www.perpetuallicensing.com/index.php>

Guide to Licensing Lexicon: <http://www.licensingworld.co.uk/site/articlesmain/id/5/author/Andrew%20Carley>

Knowledge Ecology Intl. website on Knowledge Ecosystem: <http://keionline.org/>

KEI Survey of Patent Pools: <http://www.keionline.org/misc-docs/ds-patentpools.pdf>

Patent Pools, Antitrust and Management of Uncertainty: <http://www.ftc.gov/opp/intellect/020417joshuanewberg.pdf>

Copyright for videographers: www.videomaker.com/article/3651-shoot-with-caution-video-the-law-and-you

Thomas Jefferson on Ideas and Patents: <http://odur.let.rug.nl/~usa/P/tj3/writings/brf/jefl220.htm>

Thomas Jefferson on wheel inventions and Homer's prior art: <http://www.let.rug.nl/usa/P/tj3/writings/brf/jefl51.htm>

Thomas Jefferson on contemporary inventors: <http://www.let.rug.nl/usa/P/tj3/writings/brf/jefl77.htm>



ICM Course Reading Materials

Winter Quarter Offerings 2015

(R) = Required Reading in case pack (RO) = Required Reading online (S) = Suggested Reading online

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|--|------------------------------------|
| 1. Initial Course Syllabus v1 | |
| 2. Instructions for accessing online articles from NU library (R) | |
| 3. Snow White shows the way (R) | MIP Article |
| 4. Twelve ways to Innovate, Sawhney et al article (R) | SMR publication 2006 |
| 5. Profiting from Tech Innovation: Implications for policy (R) | Research Policy Article 1986 |
| 6. Toward the Strategic Management of IP (R) | 2013 Teece Article CMR |
| 7. A Profile of Dolby Laboratories (S) | NJTIP Article 2004 |
| 8. The Shape of things to come. (R) | WSJ Article May 08 |
| 9. Intellectual Property: The Ground Rules (R) | Kellogg Teaching Note |
| 10. WIPO: Inventing the Future (RO) | WIPO Publication |
| 11. WIPO: Looking Good (RO) | WIPO Publication |
| 12. ttools faces a formidable foe part A (R) | KSM Case IP & Entrepreneur |
| 13. US Patent 5,913,629 to ttools (S) | USPTO Publication |
| 14. US Design Patent D431,598 to IDEO (S) | USPTO Publication |
| 15. US Design Patent D402,690 to ttools (S) | USPTO Publication |
| 16. Innovation and Invention: Guide to US patents (R) | Kellogg Teaching Note |
| 17. European Patents Guide (S) | EU IPR Helpdesk Note |
| 18. US Patent 5,978,807 to Sony (R) | USPTO Publication |
| 19. GB Patent 2330931 to Sony (S) | GB Patent Office Specification |
| 20. US Patent 6,197,819 to Northwestern University (S) | USPTO Publication |
| 21. WIPO: Creative Expression (RO) | WIPO Publication |
| 22. Copyright Cease and Desist letter January 2010 (S) | Joe Walsh attorney |
| 23. Outrage in Cyberspace: Compuserve and GIF (R) | Teaching Case Study |
| 24. Public Radio Broadcast on Famous Copyright music cases (S) | NPR 2010 available on Canvas |
| 25. WIPO: Making a Mark (RO) | WIPO Publication |
| 26. WIPO: IP & Franchising (S) | WIPO Publication |
| 27. The Zen Patent: Apple vs. Creative (R) | Kellogg Case Study |
| 28. Dow Styrofoam ® cease and desist letter (S) | Open Source document |
| 29. Opportunities at the Nexus of Semiotics and IP (S) | DMI Review article Spring 08 |
| 30. Annual Accounts The Walt Disney Company FY'13 (S) | Disney Investor Relations |
| 31. Intel and Nvidia Licensing agreement TEXT (S) | Appendix to DE Chancery settlement |
| 32. AZ, Prilosec and Nexium (R) | Kellogg Case Study |
| 33. AZ, Prilosec and Nexium case supplement (R) | Kellogg Case Supplement |
| 34. Lyrica: A Case Study in Royalty Securitization (S) | Kellogg Student Case |
| 35. The Several Lives of Mickey Mouse (S) | Va. Jnl. Law & Technology 2004 |
| 36. Intangible Assets and IP Valuation (S) | CRTI Technical Note |
| 37. Trolls and Patent Investment Trusts by E. Ferrill (S) | NC JOLT Article |
| 38. Sony Patent Re-examination document (S) | USPTO Publication |
| 39. Taking an Invention From Idea to the Store Shelf (S) | NY Times Article Aug. 2013 |
| 40. China Indigenous Product Procedure (S) | Translation |
| 41. Patent Portfolios (S) | UPenn Law Review 2005 |
| 42. VA: A framework for the (Strategic) Mgmt of IP (S) | CMR article Summer 2013 |

ICM Course Case Pack Contents

Winter Quarter Offering 2014

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|--|------------------------------|
| 1. Initial Course Syllabus v 1 | |
| 2. Instructions for accessing online articles from NU library (R) | |
| 3. Snow White shows the way (R) | MIP Article |
| 4. Twelve ways to Innovate, Sawhney et al article (R) | SMR publication 2006 |
| 5. Profiting from Tech Innovation: Implications for policy (R) | Research Policy Article 1986 |
| 6. Toward the Strategic Management of IP (R) | 2013 Teece Article CMR |
| 7. The Shape of things to come. (R) | WSJ article May 08 |
| 8. Intellectual Property: The Ground Rules (R) | Kellogg Teaching Note |
| 9. WIPO: Inventing the Future (RO) | WIPO Publication |
| 10. WIPO: Looking Good (RO) | WIPO Publication |
| 11. ttools faces a formidable foe part A (R) | KSM Case IP&Entrepreneur |
| 12. Innovation and Invention: Guide to US patents (R) | Kellogg Teaching Note |
| 13. European Patents Guide (R) | EU IPR Helpdesk Note |
| 14. US Patent 5,978,807 to Sony (R) | USPTO Publication |
| 15. WIPO: Creative Expression (RO) | WIPO Publication |
| 16. Outrage in Cyberspace: Compuserve and GIF (R) | Teaching Case Study |
| 17. The Zen Patent: Apple vs. Creative (R) | Kellogg Case Study |
| 18. WIPO: Making a Mark (RO) | WIPO Publication |
| 19. AZ, Prilosec and Nexium (R) | Kellogg Case Study |
| 20. AZ, Prilosec and Nexium case supplement (R) | Kellogg Case Supplement |