Faculty: Dr. Marie C. Thursby  
Director, Technology and Innovation Program  
Tech. Square Management Building, Room 400  
404.894.6249  
or Rich Building Room 322B, Emory University (Fridays Only)  
email - marie.thursby@mgt.gatech.edu  

Ms. Margo A. Bagley  
Associate Professor of Law  
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404.727.0323  
email – mbagley@law.emory.edu  

Dr. Carolyn D. Davis  
Director, TI:GER Program  
Tech. Square Management Building, Room 423C  
404.894.3897  
email – carolyn.davis@mgt.gatech.edu  

Office Hours:  
Davis -- T, Th 3:00-4:30 walk-in; and by appointment  

Bagley – T, Th 1:00-3:00, Wednesday 11:00-12:00; or by appointment  

Thursby -- By appointment  

Class Logistics: Meeting Time: Tuesdays, 5:00 – 7:00pm  

Locations: a) Tech Square Management – Rm 221  
b) Emory Law – Room 1D (Next to the Court Room (1st Floor)-- Gambrell Hall  

Course Home Page: WEBCT -- MGT 8803
Required Readings: MGT 8803/ MGT 8903 Coursepack, available at Engineer’s Bookstore, 748 Marietta Street NW, Atlanta, GA 30318

Contact Gary Gaines, Textbook Manager (404-221-1669, 1-800-635-5919, ebsbook@mindspring.com) if you would like to have the Coursepack shipped to you.

Additional readings may be distributed in class.

Students are also encouraged to “keep current” on general topics of innovation and technology commercialization. Excellent business-oriented web sites that provide free content (sometimes just excerpts of articles are free) helpful in individual development, class preparation, and team activities include Forbes at www.forbes.com, Fortune at www.fortune.com, Business Week at www.businessweek.com, Business 2.0 at www.business20.com, and www.researchoninnovation.org.

Course Overview

Innovation and technological change play an important role in strengthening our world’s economy. The preface of a recently published text on the topic suggests that innovation and technological change allow individuals to seek opportunity where others see insurmountable problems.

The Seminar on the Fundamentals of Innovation I is the first of a two-course sequence focusing on the concepts and needed to understand the technology commercialization process. In the Fall semester, the course is focused on:

1) Identifying and evaluating business opportunities for technological innovation;

2) Learning about forms of protection afforded Intellectual Assets and writing patent claims;

3) Identifying the capabilities and resources necessary to succeed in a particular industry, focusing on the strengths and weakness of an opportunity and evaluating the opportunities and threats of the competitive environment;

4) Learning to work in a multidisciplinary team.

The Fall course and the companion course in the Spring (focused on identifying the value proposition of a potential product based on the technology, identifying potential markets, valuing the technology at various stages of research, evaluating legal structures for feasible business opportunities, understanding the business impact of legal decisions, and developing a commercialization plan) will provide the academic core to the student’s first year in the Technological Innovation: Generating Economic Results (TI:GER™)
program. Students will take each course as a “community of participants” and will participate in innovation teams. Innovation teams will be comprised of the PhD candidates, MBA, and JD students, and will be formed within the first month of the fall semester. These teams will participate in in-class activities and team problem-solving exercises to obtain an understanding of the technology commercialization process. The research that will drive the innovation teams will be provided by the PhD candidates and their advisors.

**Innovation Team Structure and Performance Expectations**

Each innovation team will be comprised of a PhD candidate, a MBA, and two JDs. The teams will remain intact for the entire 2-year TI:GER experience. Teams are expected to set their own priorities and “commercialization agendas” within the context and schedules determined by the Fundamentals of Innovation course.

Each team should develop shared patterns of understanding. Teams are expected to work through and develop its own set of positive team dynamics and work rules. Just as in an actual commercialization setting, each team is expected to leverage its mix of disciplinary skills and learn from each other. Teams will learn about four important factors for developing team climate for innovation during the Fall TI:GER™ Retreat on September 10.

Each TI:GER team will meet on a fixed scheduled basis with the TI:GER Program Director in order to give an update on team activities and to receive any needed direction on specific team activities. These meetings can be conducted on either the Tech or Emory campus, and if necessary students can join the meeting remotely via speakerphone. Teams that do not meet as scheduled will be penalized in terms of the overall course evaluation. Meeting times will begin in October after Fall Break.

**Course Evaluation**

Assignments will be evaluated as follows:

<table>
<thead>
<tr>
<th>Basis</th>
<th>Grading Responsibility</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Class Assignments</td>
<td>Davis</td>
<td>20%</td>
</tr>
<tr>
<td>IP Search and Analysis</td>
<td>Bagley</td>
<td>36%</td>
</tr>
<tr>
<td>Industry Analysis</td>
<td>Davis</td>
<td>36%</td>
</tr>
<tr>
<td>Team Analysis</td>
<td>Davis</td>
<td>8%</td>
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</tbody>
</table>
Class attendance will be taken weekly with attendance and student participation in class discussions expected. Students who have more than 1 unexcused absence will receive a reduction to their course grade appropriate to the number of unexcused absences. A student can excuse an expected class absence in advance of the class by contacting any of the course instructors.

In-Class Assignments will be given during various classes including 8/31, 9/14, 11/9 and 11/23. The quality of these assignments will be assessed on a scale from 1 – 12.5, with 12.5 being the highest score.

The IP Search and Analysis Project will be assigned by the Emory School of Law faculty. Project requirements and grading criteria will be provided during the first IP-oriented class session (9/21).

The Industry Analysis assignment will involve an analysis of an industry that is relevant to the each Innovation Team’s technology. The industry will be assessed in terms of resources and capabilities offered or lacking, and the opportunities and threats of its competitive environment. More details regarding this assignment will be available in class.

Team Analyses will be conducted individually after the IP Assignment and will be included with the Industry Analysis Assignment. More details concerning this will be given during the Class Retreat on 9/10.

**Grade Calculation:** A total of 250 points will be available for each student. The percentage of points for each assignment is reflected above. Final grades will be assigned as follows: A: 225 – 250 points; B: 200 – 224 points; C: 175 – 199 points.

**Academy Honesty and Student Rights**

This course will follow the guidelines established by Georgia Tech’s honor code and student handbook; and the Professional Conduct Code for the Emory University School of Law. All sources of information utilized in any of the course assignments are to be appropriately acknowledged. Please keep in mind that academic dishonesty includes (a) cheating, (b) fabrication and falsifications, (c) multiple submissions, (d) plagiarism, and (e) complicity in academy dishonesty.
Schedule of Classes and Readings (Readings should be completed before class indicated)

8/24  Orientation, with Dinner  (Tech - 5pm – 8:30 pm )
  Receive resource notebooks.
  5:00pm – 6:00pm  Welcome, introduction of students and assessment   (Davis)
  6:00pm – 6:45pm  Overview of University Tech Transfer/disclosure (Thursby)
  6:45pm – 7:00pm  2nd year student presentation
  7:00pm – 7:45pm  Dinner Break
  7:45pm – 8:30 pm  Confidentiality Agreements – Patrick Hatfield
  Receive technology profiles.

8/31  The Existence and Recognition of Opportunity (Davis) and 3 Lab Visits
  (Tech – 5pm – 7:30pm)

  Shane, 2000. “Prior knowledge and the discovery of entrepreneurial opportunities,” Organizational Science 11 448-469

9/7    Lab Visits – Teammate Recommendation Sheets due at end of visits (Tech)

9/10  Retreat – Emory Law School, 5th floor Library
  2:30 – 3:00 Registration, Team Assignments given, Snacks, Socialize
  3:00 – 3:10 Introduction, Review of Agenda
  3:10 – 4:10 Guest Speaker: Marcia Rorke
  4:10 – 5:20 Team building activities
  5:20 – 5:30 Break
  5:30 – 6:30 Guest Speaker
  7:00 - 8:30 Reception at the Thursbys’ home (10 minutes from Emory)

9/14  More on Identifying Opportunities, Licensing and Spinoffs (Davis – Tech)
  Shane, 2004. Academic Entrepreneurship. Chapter 6 (The types of technologies that lead to university spinoffs)


  Case: Three Dimensional Printing (UVA-ENT-0006)

  Guest Speaker: Dr. George Harker, Director, Georgia Tech Office of Technology Licensing and Assistant Vice Provost-Economic Development/Technology Ventures
9/21 Introduction to IP – Patents, Trademarks, Trade Secrets, Copyrights (Bagley-Emory)


9/28 Patent Searching Training (Bagley -Emory)


10/5 Markum vs. CVD (Bagley/Thursby -Emory)

CVD, Inc. Vs. A.S. Markham Corp, (Case by Michael J. Robers and Ennis Walton)

10/12 Patent Drafting I (Emory)

10/19 Fall Break

10/26 Patent Drafting II (Emory)

11/2 Intellectual Property Assignment Due

11/2 How useful are patents? (Thursby – Tech)


11/9 Strategy: Competitive Advantage/Five Forces Analyses  (Pat Dickson -Tech)

Thompson & Strickland, Strategic Management Concepts and Cases, (14th ed) Chapter 3 (Industry & Competitive Analysis) and Chapter 4 (Company situation Analysis)

11/16 Guest speaker: David Ku – working with the FDA  (Tech)

11/23 Patterns of Technological Change (Davis – Tech)

Shane, 2004. Academic Entrepreneurship, Chapter 7 (The industries where spinoffs occur)


11/30 Public Policy (Thursby/Davis - Tech)


Monday, December 6, by 5pm: Industry Analysis and 2nd Team Analysis due