



Clinical Professor James G. Conley

Kellogg Global Hub 3169
Evanston Campus
(847) 491-4814
j-conleya@kellogg.northwestern.edu

Course Support: Rishav Subedi
rishav.subedi@kellogg.northwestern.edu

Wieboldt Office Hours: Noon-1:00 PM
Zoom Based office hours TBD

TA: Komal Bajracharya
komal.bajracharya@kellogg.northwestern.edu

Course Description

This course addresses the strategic question “How do innovators own and leverage what they build”? The topic is important for professionals who seek to build a difference that makes a difference in the marketplace. The course follows a "lifecycle" approach to the management of ideas and intellectual capital covering the creation and codification of the asset in the form of property (IP), valuation, and leveraging of same into markets for growth. Case studies examine health care, education, software/artificial intelligence, media, food/agriculture, entertainment, finance, consumer durables and other contexts. The “open innovation” option is considered in each context. Guest speakers and case studies include traditionally underrepresented minority founders/executive/inventors/innovators and why/how they practice inclusivity to grow their businesses. There is an individual take home case study (midterm) and group final project. No final exam. **THIS COURSE SATISFIES DISTRIBUTION REQUIREMENTS IN MULTIPLE KELLOGG MAJORS/PATHWAYS INCLUDING Strategy (STRT), ENTR, TECH, DEI and HEMA.** NOTE: STRT441 has elements of overlap with DSGN 460 and is NOT RECOMMENDED FOR MMM STUDENTS.

Teaching Approach

An aim of this course is to build your own critical and analytical thinking abilities w.r.t.. innovation based competition. Debates, in class discussions, action learning, readings, asynchronous multimedia, lectures, case studies, guest speakers, and final projects are among the pedagogies that will be used to help us critically evaluate innovations, their intangible sources of advantage and leverage of same. In classroom experiences will be supplemented by office hours and group lunches. These are useful for open discussions – to go off script, talk about real world happenings, field questions from the class, and go deeper in topics of interest. These live sessions will be a free flow exchange of ideas without any pressure (e.g. participation is not tracked – nor is who attends and who doesn't). These sessions allow for clarification of class material and, importantly, the interpersonal connection and relationship-building that is so helpful when class is live and unscripted.

Topic Outline

Week #1:

Subject: Course Introduction – Intellectual Capital, Intangibles & Management for Growth

Week #2:

Subject: Invention & Technology Intangibles

Week #3:

Subject: Invention & Design Intangibles

Week #4:

Subject: Original expression and Intangibles

Week #5:

Subject: Brands, Marks, Source Identifier Intangibles & Cognitive touch point of the User Experience

Week #6:

Subject: Midterm debriefing Information Asymmetry & the Secrecy/Confidentiality Advantage

Week #7:

Subject: Valuation of Intangibles

Week #8:

Subject: Analytics of Intangibles & Innovation Strategy, Technology benchmarking, IP Portfolio Management, Licensing, M & A, and Trends

Week #9:

Subject: Field Research Presentations

Week #10:

Subject: Management of Intangibles for competitive advantage, advocacy & government policy and the role of corporate leadership

Readings and Multimedia

The required readings for the course are available in Canvas. There is no text for this class. The readings for the course are listed on page 6 of this syllabus and is herein referred to as the "Reader". Beyond readings, many excellent sources of course related content are available via podcasts (NPR How I built this), animations, videos and other forms of multimedia. These materials will be made available to all registrants via Canvas.

Additional Course Materials

The following materials will be posted on the course's Canvas website.

- **Course announcements:** Course announcements will be emailed to you via Canvas. Any course-related information and class update will be shared through Canvas Announcements.
- **Schedule of Readings/Assignments/Deliverables:** See page 7 of this syllabus
- **Assignments:** You can find all the course assignments in the "Assignments" section of the Canvas site. You will submit all your assignment deliverables via Canvas. Assignments will be made available to the students in a time sequenced manner.
- **Slides and handouts for class:** Slides used in class will be posted in the Modules section of the Canvas site before the lecture. Case study debrief slides will be posted after the lecture.
- **Suggested Reading:** In the reader (pg. 6), there are some readings which are labelled as "S" suggested reading as opposed to the required readings labeled "R". All these readings will be available in Canvas Site under module and these readings may help you with your assignment.
- **Multimedia Assets:** Links to the podcasts, animations, Videos, and other media assets that are helpful will be provided via Canvas or weekly e-mails on real time contemporary content.
- **Backup Plans:** In the event of an unforeseen challenge with the instructor source technology whereby the Zoom environment is unsustainable real time, the content of the lectures will be made available for asynchronous consumption by registered students.

Study Groups: Study groups will be formed and assigned by the instructor before the course begins. The assignments for in class case study discussions will be distributed among the assigned study groups (No assignments due until week 2 of the course). If for some reason you need to be in a study group w/ a particular person (geographic proximity), please solicit and explain to instructor week before the class starts. Group assignments will be posted to Canvas soon thereafter.

Grade Assessment

Case Assignments - Group Activity (15%)

Case assignments typically pose a number of questions that should be efficiently addressed in a format specified on the assignment page. All case study assignment questions will be available on the Canvas site. There will be two assignments with deliverables for each study group. Which groups present what case studies will be determined during first week of the quarter. Over the full quarter we will examine 5-7 case studies in total.

Midterm Examination - Individual Assignment (30%)

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

Final Project – Group Assignment (35%)

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, media, entertainment, 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 second week of class.

Deadlines & Deliverables:

- Deliverables include a final manuscript and an approximately 15 minute PowerPoint (exact amount of time allowed determined by class size) presentation to be delivered to the class during weeks #9 and or #10 if needed.
- All final project manuscript deliverables are due in MSWord document format deposited in the Canvas site after the last class (following Monday).

Class Participation (20%)

Your individual participation both online and in the classroom will be graded on quality, not merely frequency. You should provide insights, observations, inferences, or conclusions that not only express your viewpoint, but *also* explain your logic. Your comment should be relevant to the topic at hand, and should advance the discussion. New this year we will assign online weekly pulse check (short 3 questions multiple choice quizzes) that will be ungraded but contribute to 5% of your end grade.

Classroom Etiquette

Students are expected to respect Kellogg's Code of Student Etiquette at all times.

- **Electronics for course materials only** (except for assistive technologies with appropriate accommodation notification). When in person class convenes in the physical classroom you may not use tablets, laptops, mobile phones, or related devices unless you are reviewing course specific materials. Violating this policy will meaningfully impact your class participation grade.

- **Punctuality.** Class both online and in person will start on time. Faculty will be present in the physical classroom or the Zoom meeting 10-15 minutes before class begins. It is distracting to your classmates for you to be climbing to your seat and settling in while they are trying to pay attention to the class. If you are absent or late more than twice (w/o prior authorization) it will lower your class participation grade.

Additional guidance especially w.r.t. “rules of engagement” for the online portions of the course experience will be provided during the quarter, as needed.

Academic Integrity

Students are expected to respect Northwestern/Kellogg’s Honor Code at all times. The first point of the Kellogg Honor Code is “Not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements.” The consequences of cheating can be failing an assignment or the course, or suspension or dismissal from the university.

Assignments

Written assignments are expected to be the efforts solely of the individual or group turning them in for credit. For assignments, you may use discussion with classmates to brainstorm issues, evaluate alternative approaches, and consider the merits of recommendations. Use your own judgment to identify the important issues, to construct arguments and to develop recommendations. You should not consult the Internet, friends at other business schools, or people who have previously taken the course or studied the cases.

Plagiarism

Northwestern’s academic integrity guidelines state: “A conscientious writer always distinguishes clearly between what has been learned from others and what he or she is personally contributing to the reader’s understanding.” See <http://www.northwestern.edu/uacc/plagiar.html> for more information.

**Intellectual Capital Management
Course Reading Materials**

Winter Quarter Offering 2024

All materials listed below available on Canvas.

(R) = Required Reading (S) = Suggested Reading

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|---|-----------------------------------|
| 1. Initial Course Syllabus | |
| 2. Twelve ways to Innovate, Sawhney et al article (S) | SMR publication 2006 |
| 3. How I built this NPR Podcast about Sara Blakely and SPANX | Podcast available in Canvas |
| 4. Profiting from Tech Innovation: Implications for policy (R) | Research Policy Article 1986 |
| 5. Building Appropriation Advantage (R) | CMR Animation available in Canvas |
| 6. Ocean Tomo Intangible Asset Market Value Study (S) | Oceantomo.com |
| 7. Spotify's Intellectual Asset Mapping Framework (R) | IAM |
| 8. WIPO: Inventing the Future (R) | WIPO Publication |
| 9. Managing Data into a Business Asset (S) | IAM |
| 10. ttools faces a formidable foe part A (R) | KSM Case IP & Entrepreneur |
| 11. US Patent 5,913,629 to ttools (R) | USPTO Publication |
| 12. US Design Patent D431,598 to IDEO (R) | USPTO Publication |
| 13. US Design Patent D402,690 to ttools (S) | USPTO Publication |
| 14. WO 99/56970 to ttools (S) | PCT Publication |
| 15. WIPO: Looking Good (R) | WIPO Publication |
| 16. WIPO: Creative Expression (R) | WIPO Publication |
| 17. Copyright Cease and Desist letter January 2010 (S) | Joe Walsh attorney |
| 18. The Rocker's Rush to Market (S) | WSJ Article |
| 19. Bob Dylan's Nobel Prize Lecture (R) | NPR Podcast |
| 20. WIPO: Making a Mark (R) | WIPO Publication |
| 21. The Shape of things to come. (S) | WSJ Article May 08 |
| 22. Value Articulation Animation (R) | CMR Animation available in Canvas |
| 23. Slumberkins Interview (R) | Kellogg Recording |
| 24. AZ, Prilosec and Nexium (R) | Kellogg Case Study |
| 25. AZ, Prilosec and Nexium case supplement (R) | Kellogg Case Supplement |
| 26. Lyrica: A case study in Royalty securitization (R) | Kellogg Case Study |
| 27. Trade Secrets & International Trade (S) | USITC |
| 28. Intangible Assets and IP Valuation (S) | CRTI Technical Note |
| 29. The Patent Asset Index (S) | World Patent Information |
| 30. Opportunities at the Nexus of Semiotics and IP (S) | DMI Review article Spring 08 |
| 31. Exemplary Disney Licensing Agreement (S) | Techagreements.com |

COURSE SCHEDULE WINTER 2024

Week	Date	Lecture Topic/ Case Title	Deliverables/Due Date	Readings
1	1/6/2024 Saturday p.m.	Course Introduction – Design Intangibles & Management for Growth		Reader Content #1 - #7
2	1/13/2024 Saturday p.m.	Ttools Case Debrief & Invention & Technology Intangibles	Ttools Case (ALL Student Groups) Due on TBD at 9 PM CST	Reader Content #8 - #14
3	1/20/2024 Saturday p.m.	Strawberry Case Debrief & Design & User Experience Intangibles	Strawberry Case (Student Groups TBD) Due on TBD at 9 PM CST	Reader Content #15 - #19
4	1/27/2024 Saturday p.m.	The North Face Case Debrief & Original expression and Intangibles	The North Face Case (Student Groups TBD) Due TBD at 9 PM CST	Reader Content #20 - #22
5	2/3/2024 Saturday p.m.	Slumberkins Case Debrief & Brands, Marks, Source Identifier Intangibles & Cognitive touch point of the User Experience	Slumberkins Case (Student Groups TBD) Due on TBD at 9 PM CST	Reader Content #23
6	2/10/2024 Saturday p.m.	AZ Case Debrief & Asymmetry Intangibles & the Secrecy/Confidentiality Advantage	AZ Case - Midterm Individual Assignment Due TBD at Noon CST	Reader Content #24 & #25
7	2/17/2024 Saturday p.m.	Lyrica case Debrief Valuation of Innovation Intangibles	Lyrica Case (Student Groups TBD) Due TBD at 9 PM CST	Reader Content #26 & #27
8	2/24/2024 Saturday p.m.	Analytics of Intangibles & Innovation Strategy, Technology benchmarking, IP Portfolio Management, Licensing, M & A, and Trends		Reader Content #28 & #29
9	3/2/2024 Saturday p.m.	Field Research Presentations	Final Project Presentation All Student Groups Due on 3/1 at Noon CST	
10	3/9/2024 Saturday p.m.	Management of Intangibles Going Forward & Course Summary	Final Project Manuscript All Student Groups Due on 3/11 at Noon CST	Reader Content #30 & #31