

DESCRIPTIF DES UNITES D'ENSEIGNEMENT / DESCRIPTION OF TEACHING UNITS
UNIVERSITY DIPLOMA
Intellectual Property and Business Administration

Course name: IP Strategy Development

Course No:	UE 1
Responsible person:	Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong
Program:	<i>UNIVERSITY DIPLOMA Intellectual Property and Business Administration</i>
Workload:	65 academic hours: 25 academic hours of formal learning; 40 academic hours of independent study
Duration & Frequency:	Online asynchronous lectures, once per year

Learning objectives and outcomes:	<p>Learning objectives of the course:</p> <ul style="list-style-type: none"> • Understanding strategy, its aspects and its relevance for the success of companies • Understanding the strategic aspects of IP and its role in strategic management • Understanding generic IP-Strategies and their correlation with business models • Understanding the interdependency of different IP functions, impacts, appropriation, and economic effects which can be used in IP strategies. • Understanding the limits of protection, exclusivity, and enforceability
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Content:	<p>Topics and activities covered in the course:</p> <p>Introduction to Strategic Management; Strategy Analysis Market Based View (MBW); Strategy Analyses Resource Based View (RBV); Generic IP Strategies; Developing IP Strategies: Economic Effect, Appropriation, Impacts and Functions of IP; Interdependency of IP Mechanisms and alternative strategic approaches; Portfolio analysis and strategic thinking; IP strategies try to create sustainability for supranormal returns: enforcement of legal position; IP strategies try to convert (appropriation) protected aspects of a product or service into a business result (supranormal return): Legal limits of protection based on IP</p>
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Teaching methods:	<p>Teaching methods:</p> <ul style="list-style-type: none"> - Online asynchronous lectures - Video and PPT presentations
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Assessment / Examinations:	<p>Online examination. Final control</p> <p>MCQS of 1h30 minutes</p>
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Sample of Relevant Literature:	<p>List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:</p> <ul style="list-style-type: none"> • Daft, R.L.: New Era of Management, 2nd Ed., Part 1, Chapter 1-2, Innovative Management for Turbulent Times, The Evolution of Management • Porter, M.E.: The Five Competitive Forces that Shape Strategy, Harvard Business Review, 1 (2008) 79-93. • Peteraf, M.A.; Barney, J.B.: Unraveling the Resource-Based Tangle, Managerial and Decision Economics 24 (2003) 309-323.
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Course name: **IP Valuation (I)**

Course No:	UE 2
Responsible person:	Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong
Program:	<i>UNIVERSITY DIPLOMA Intellectual Property and Business Administration</i>
Workload:	60 academic hours: 20 academic hours of formal learning; 40 academic hours of independent study
Duration & Frequency:	Online asynchronous lectures, once per year

Learning objectives and outcomes:	Learning objectives of the course: <ul style="list-style-type: none">• Understanding the role of decision making for valuation issues• Understanding the concept of value and the context dependence of values• Understanding different valuation approaches and procedures• Understanding the role of valuation context and valuation model
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Content:	Topics and activities covered in the course: Decision-Making in IP management; Economics of Intangible Assets; Value, valuation and object of valuation; Value concepts; Valuation approaches; Analysis of valuation contexts; Construction of valuation models; Standards of Valuation
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Teaching methods:	Teaching methods: <ul style="list-style-type: none">- Online asynchronous lectures- Video and PPT presentations
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Assessment / Examinations:	Online examination. Final control MCQS of 1h30 minutes
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Sample of Relevant Literature:	List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course: <ul style="list-style-type: none">• What Is Rational Choice Theory? Investopedia by Akhilesh Ganti https://www.investopedia.com/terms/r/rational-choice-theory.asp• How to Make Decisions by Melanie Bell https://www.mindtools.com/pages/article/newTED_00.htm
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Course name: **Integrated IP and Innovation Management**

Course No:	UE 3
Responsible person:	Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong
Program:	<i>UNIVERSITY DIPLOMA Intellectual Property and Business Administration</i>
Workload:	60 academic hours: 20 academic hours of formal learning; 40 academic hours of independent study
Duration & Frequency:	Online asynchronous lectures, once per year

Learning objectives and outcomes:	Learning objectives of the course: <ul style="list-style-type: none">• Understanding the impact and different types of innovation and related management implications• Understanding the process of technology diffusion and change• Understanding the emergence of dominant designs and their impact on industries• Understanding process organization and optimization
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- Understanding the integration of IP within the innovation process and innovation landscaping
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Content: Topics and activities covered in the course:
Defining Innovation; Technology diffusion and disruption; Dominant design or what is a product; Management of technological innovation; Process Management; Stage-gate process and the integration of IP; IP road mapping and IP design

Teaching methods: Teaching methods:
- Online asynchronous lectures
- Video and PPT presentations

Assessment / Examinations: Online examination. Final control
MCQS of 1h30 minutes

Sample of Relevant Literature: List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:

- Understanding Creative Destruction: Driving Innovation and Economic Change Investopedia by Carol M. Kopp <https://www.investopedia.com/terms/c/createdestruction.asp>
- The Five Stages of Successful Innovation by Alissa Mariello MIT Sloan Management Review <https://sloanreview.mit.edu/article/the-five-stages-of-successful-innovation/>

Course name: **IP in the Industry 4.0**

Course No: UE 4

Responsible person: Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong

Program: *Master of Intellectual Property Law and Management (MIPLM)*

Workload: 60 academic hours: 20 academic hours of formal learning; 40 academic hours of independent study

Duration & Frequency: Online asynchronous lectures, once per year

Learning objectives and outcomes: Learning objectives of the course:

- Understanding the disruptive power of digital transformation
- Understanding the logic and construction of digital business models, platforms and ecosystems
- Understanding the role of IP within digital business models, customer journeys and value-added architecture
- Understanding the application of digital patents to protect digital business models
- Understanding the taxonomy of digital invention principles and claim structures of digital patents

Content: Topics and activities covered in the course:
Dynamics of digital transformation, Digital business models, Digital Eco-Systems, Evolution of digital transformation in industries, Developing IP strategies for digital business models, IP design for generating protected business models

Teaching methods: Teaching methods:
- Online asynchronous lectures
- Video and PPT presentations

Assessment / Examinations: Online examination. Final control
MCQS of 1h30 minutes

Sample of Relevant Literature: List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:

- Perspective: The Stage-Gate® Idea-to-Launch Process-Update, What's New, and NexGen Systems* by Cooper Robert, Journal of Product Innovation Management, 2008, 25(3), pages 213-232
- What is Digital Transformation, Digitalization, and Digitization by Amancio Bouza, [What is Digital Transformation, Digitalization, and Digitization | by Amancio Bouza | API Product Management | Medium](#)
- A Network of Digital Business Ecosystems for Europe: Roots, Processes and Perspectives by Nachira, F., Dini, P. and Nicolai, A., [dbe book DEFLindd](#)
- Blue Ocean Strategy: How to Create Uncontested market Space and Make the Competition Irrelevant by W. Chan Kim and Renée Mauborgne, Harvard Business School press, Boston, Massachusetts 2005

Course name: **IP Valuation (II)**

Course No: UE 5

Responsible person: Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong

Program: *UNIVERSITY DIPLOMA Intellectual Property and Business Administration*

Workload: 45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study

Duration & Frequency: Online asynchronous lectures, once per year

Learning objectives and outcomes: Learning objectives of the course:

- Understanding the role of decision making for valuation issues
- Understanding the concept of value and the context dependence of values
- Understanding different valuation approaches and procedures
- Understanding the role of valuation context and valuation model

Content: Topics and activities covered in the course:
Patent Valuation; Risk and information analysis; Portfolio valuation; Technology transfer and license valuation; Licensing; Brand valuation; Intellectual capital

Teaching methods: Teaching methods:
- Online asynchronous lectures
- Video and PPT presentations

Assessment / Examinations: Online examination. Final control
MCQS of 1h30 minutes

Sample of Relevant Literature: List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:

- Due Diligence or Discount Monterey Effect of Legal Aspects in Patent Valuation by Malte Köllner, Patent Valuation, March 2009

Course name: **Quality in Operational IP Management**

Course No: UE 6

Responsible person: Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong

Program: *UNIVERSITY DIPLOMA Intellectual Property and Business Administration*

Workload: 45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study

Duration & Frequency: Online asynchronous lectures, once per year

Learning objectives and outcomes:	<p>Learning objectives of the course:</p> <ul style="list-style-type: none"> • Understanding the principles of business organization and ways to optimize organizational structures • Understanding the stakeholders and business process landscape of operational IP management • Understanding the role of information and IT as a driving force for business process management • Understanding the interplay of service providers and IP departments • Understanding the concept of quality and the ways to introduce it into IP management
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Content:	<p>Topics and activities covered in the course:</p> <p>Process landscape for IP management; Tasks of IP management in companies; Institutional economics; Transaction cost theory & agency theory; Business Organization; Organization of Innovation; Outsourcing IP Business</p>
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Teaching methods:	<p>Teaching methods:</p> <ul style="list-style-type: none"> - Online asynchronous lectures - Video and PPT presentations
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Assessment / Examinations:	<p>Online examination. Final control</p> <p>MCQS of 1h30 minutes</p>
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Sample of Relevant Literature:	<p>List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:</p> <ul style="list-style-type: none"> • The Philips formula by Joff Wild, Intellectual Asset Management February/March 2008 • How to manage outsourcing? by Ingrid Baele IP Service World, November 2013
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Course name: IP Portfolio Management and Controlling

Course No:	UE 7
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Responsible person:	Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong
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Program:	<i>UNIVERSITY DIPLOMA Intellectual Property and Business Administration</i>
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Workload:	45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study
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Duration & Frequency:	Online asynchronous lectures, once per year
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Learning objectives and outcomes:	<p>Learning objectives of the course:</p> <ul style="list-style-type: none"> • Understanding the development and business application of IP portfolios • Understanding the business impact of IP portfolios • Understanding the concept of management control systems • Understanding intangible and IP management control systems • Understanding the logic of strategy maps and balanced scorecards for IP management
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Content:	<p>Topics and activities covered in the course:</p> <p>Developing IP portfolios; IP processes and portfolio management; Analyzing IP Portfolios; Management control systems; Business orientation of IP portfolios; Digital business orientation of IP portfolios</p>
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Teaching methods:	<p>Teaching methods:</p> <ul style="list-style-type: none"> - Online asynchronous lectures - Video and PPT presentations
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Assessment / Examinations: Online examination. Final control
MCQS of 1h30 minutes

Sample of Relevant Literature: List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:

- The Big Idea: Before you make that big decision by Daniel Kahneman, Dan Lovallo and Olivier Sibony, Harvard Business Review June 2011
- Managers and their not-so rational decisions by S. Trevis Certo, Brian L. Connelly, Laszlo Tihanyi, Business Horizons (2008), 51, 113-119
- The impact of Management Control Systems – Strategy Interaction on Performance Management: A Case Study by Darja Peljhan, Metka Tekavcic, Organizacija, Volume 41, September-October 2008

Course name: **Leadership in IP management**

Course No: UE 8

Responsible person: Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong

Program: *UNIVERSITY DIPLOMA Intellectual Property and Business Administration*

Workload: 45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study

Duration & Frequency: Online asynchronous lectures, once per year

Learning objectives and outcomes: Learning objectives of the course:

- Understanding the fallacies of decision making and the concept of limited rationality
- Understanding human resource management approaches to improve the workforce
- Understanding leadership concepts and the idea of situational leadership
- Understanding the role of valuation context and valuation model
- Understanding teamwork and motivation as tools to improve efficiency and effectiveness of workforce
- Understanding the concept of design thinking for motivating innovation

Content: Topics and activities covered in the course:
Human resource management; Situational leadership and management styles; Teamwork and Motivation; Design Thinking; Design Driven Innovation; IP design as a leadership tool

Teaching methods: Teaching methods:
- Online asynchronous lectures
- Video and PPT presentations

Assessment / Examinations: Online examination. Final control
MCQS of 1h30 minutes

Sample of Relevant Literature: List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:

- Google's HR Practices: A Strategic Edge? by Doris Rajakumari John, Florence Nightingale, Pasupuleti Girija Swaraj, IBS Research Center 2008
- Linking HRM and Innovation: Formulating the Research Agenda by Karen Becker and Judy Matthews, 22nd ANZAM Conference 2008: Managing in the Pacific Century
- Design-Driven Innovation: A Radical Approach to Product Meaning, Design-Driven Innovation: A Radical Approach to Product Meaning - IP Business Academy

The Impact of Management Control Systems - Strategy Interaction on Performance Management: A Case Study by Darja Peljhan and Metka Tekavčič, Organizacija 41(5):174-184

Course name: **Intellectual Property for SMEs and startups**

Course No:	UE 9
Responsible person:	Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong
Program:	<i>UNIVERSITY DIPLOMA Intellectual Property and Business Administration</i>
Workload:	45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study
Duration & Frequency:	Online asynchronous lectures, once per year

Learning objectives and outcomes:	<p>Summarize the learning objectives of the course here.</p> <ul style="list-style-type: none">• Understanding the concept of IP and its vital business impact• Understanding the usage of IP as a commercial business asset• Understanding the opportunities and risks arising from IP <p>This UE is designed to teach a basic understanding of all types of intellectual property (IP) and their use in making businesses more successful. It employs the unique perspectives inherent to startups, technology transfer and SMEs regarding the utilisation of IP. The content covers important SME-relevant topics such as the role of IP in financing, the acquisition of investments, and the use of IP in the commercialisation and monetisation of innovation. Particular attention is given to the practical questions of using IP to protect innovations, enhance business value and collaborate with others as well as understand the main rights and obligations for avoiding legal disputes.</p> <p>Protecting their innovations: SMEs often rely on their innovative products, services, or processes to differentiate themselves from competitors and stay ahead of the game. Protecting their intellectual property through patents, trademarks, copyrights, and trade secrets can help prevent others from copying or stealing their innovations.</p> <p>Avoiding legal disputes: SMEs can face legal disputes if they unknowingly infringe on someone else's IP rights. Knowledge about IP can help SMEs understand their rights and obligations and avoid potential legal issues.</p> <p>Enhancing business value: A well-protected IP portfolio can enhance the value of an SME, making it more attractive to investors or potential buyers.</p> <p>Expanding into new markets: When SMEs expand into new markets, they may encounter different IP laws and regulations. Knowledge about IP can help SMEs navigate these laws and avoid costly mistakes.</p> <p>Collaborating with others: SMEs may collaborate with other companies, universities, or research institutions to develop new products or technologies. Understanding IP can help SMEs negotiate favourable terms for licensing or sharing IP rights.</p>
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Content:	<p>Topics and activities covered in the course:</p> <p>IP Framework; IP Basics; IP Strategy; IP Based Exclusivity; IP in Funding and Investment; IP in Commercialization and monetization; IP as an Asset; IP Rights acquisition and enforcement; IP Risk Management; The Startup Perspective</p>
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Teaching methods:	<p>Teaching methods:</p> <ul style="list-style-type: none">- Online asynchronous lectures- Video and PPT presentations
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Assessment / Examinations:	<p>Online examination. Final control</p> <p>MCQS of 1h30 minutes</p>
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Sample of Relevant Literature:	<p>List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:</p> <ul style="list-style-type: none">• Intellectual property rights and firm performance in the European Union, Firm-level analysis report, February 2021• Intellectual property action plan implementation, Intellectual property action plan implementation - European Commission• Your Guide to IP Management in International Business, European IP Helpdesk• The deteriorating usefulness of financial report information and how to reverse it by Baruch Lev, Accounting and Business Research 2018, 48:5, 465-493
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Course name: **Intellectual Property in digital technologies**

Course No:	UE 10
Responsible person:	Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong
Program:	<i>UNIVERSITY DIPLOMA Intellectual Property and Business Administration</i>
Workload:	45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study
Duration & Frequency:	Online asynchronous lectures, once per year

Learning objectives and outcomes:	<p>Summarize the learning objectives of the course here.</p> <ul style="list-style-type: none">• Understanding the role of IP in various applications of digital technologies• Understanding the role of IP for data and digital media• Understanding the role of IP in digitalization projects <p>This UE explains the use of IP in digital business models, goods and services. It shows concrete applications of IP in various key enabling digital technologies, such as virtual reality, artificial intelligence, robotics, cyber physical systems and blockchain. The Certificate demonstrates the working methods of digital product development and ways in which IP management can be integrated into the existing processes. Understanding the role of IP in digital technologies can help innovators protect their innovations, avoid legal disputes, and collaborate effectively with others, ultimately driving innovation and growth in the digital economy. It is becoming increasingly important to know about the role of IP in digital technologies because of the rapid pace of technological change and their cross-border nature, the importance of data, the potential for infringement and collaboration opportunities.</p> <p>Rapid pace of technological change: Digital technologies are evolving at an unprecedented pace, creating new opportunities and challenges. IP can help protect the innovations that arise from this technological change and ensure that innovators are rewarded for their efforts.</p> <p>Importance of data: Digital technologies rely on data, and the ownership and control of data can be a source of competitive advantage. IP can help protect data-related innovations, such as algorithms, databases, and software.</p> <p>Cross-border nature of digital technologies: Digital technologies are not bound by physical borders and can be easily disseminated across the globe. IP can help protect digital innovations in different jurisdictions, ensuring that innovators can benefit from their creations regardless of where they are used.</p> <p>Potential for infringement: Digital technologies can make it easy for others to copy or infringe on IP rights, leading to potential legal disputes. Understanding IP can help innovators identify and respond to infringement, ensuring that their rights are protected.</p> <p>Opportunities for collaboration: Digital technologies also create opportunities for collaboration, such as open-source software development or joint research projects. Understanding IP can help innovators navigate these collaborations and ensure that their IP rights are respected.</p>
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Content:	<p>Topics and activities covered in the course:</p> <p>Intellectual Property Rights in Europe; Data and Media; Robotics; Virtual, augmented and expanded reality; 3D printing and additive manufacturing; Artificial intelligence; Cyber physical systems; Blockchain; Application Areas and case studies; Digitalization projects</p>
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Teaching methods:	<p>Teaching methods:</p> <ul style="list-style-type: none">- Online asynchronous lectures- Video and PPT presentations
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Assessment / Examinations:	<p>Online examination. Final control</p> <p>MCQS of 1h30 minutes</p>
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Sample of Relevant Literature:	<p>List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:</p> <ul style="list-style-type: none">• The Patentability of Blockchain Technology and the Future of Innovation by Inayat Chaudhry, Landslide, Vol. 10, No. 4, March/April 2018• Application Process for Registration of Works with Artificial Intelligence-Generated Content, Application Process for Registration of Works with Artificial Intelligence-Generated Content• Recent Trends in AI-related Inventions, Patent Examination department (Electronic Technology) of the Japan Patent Office, December 2024, report.pdf• The essential role of technology standards, Qualcomm (2020), The value of Standards
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Course name: **Intellectual Property in Corporate sustainability**

Course No: UE 11

Responsible person: Prof. Dr. Yann Basire, Prof. Dr. Alexander Wurzer and Dr. Thibaud Lelong

Program: *UNIVERSITY DIPLOMA Intellectual Property and Business Administration*

Workload: 45 academic hours: 15 academic hours of formal learning; 30 academic hours of independent study

Duration & Frequency: Online asynchronous lectures, once per year

Learning objectives and outcomes:

Summarize the learning objectives of the course here.

- Understanding the role of ESGs in businesses
- Understanding the interdependencies of ESGs and IP
- Understanding the role of ESGs in Valuation

This UE deals with environmental, social and governance (ESG) aspects of IP management. Environmental factors consider the impact the investment or business has on the environment, such as energy use, carbon emissions, waste management, and natural resource depletion. Social factors consider the impact of the investment or business on people, including employee relations, human rights, community relations, and product safety, while governance factors consider the structure and management of the investment or business, including executive pay, shareholder rights, board composition, and transparency. ESG criteria are increasingly being used by investors, companies, and other stakeholders to evaluate the long-term sustainability and social impact of investments and business decisions. This framework helps promote responsible investing and sustainable business practices that balance social, environmental, and economic considerations. In this Certificate, the key concepts of ESG standards are shown, and ways to create an IP management system compliant with them are discussed.

The interaction of IP management with ESG requirements is multifaceted, here are some examples:

Environmental: An IP management system can help a company protect its environmentally friendly innovations by obtaining patents, trademarks, or other IP rights for inventions that reduce waste, improve energy efficiency, or promote sustainability. This can help the company reduce its environmental impact and enhance its environmental reputation.

Social: An IP management system can help a company protect its socially responsible innovations, such as those that improve access to healthcare or education. By protecting these innovations through IP rights, a company can ensure that its innovations are not misappropriated or used for unintended purposes.

Governance: An IP management system can help a company manage its IP portfolio in a responsible and transparent manner. This can include ensuring that IP rights are properly assigned, monitored, and enforced, and that any disputes are resolved fairly and equitably. A strong IP management system can also help a company demonstrate its commitment to governance by ensuring compliance with relevant laws and regulations.

Content:

Topics and activities covered in the course:

Introduction to Environmental, Social, and Corporate Governance (ESG); The advantages of sustainable development for businesses; Environmental standards; Environmental standards, innovation and IP; Social standards; Social standards and IP; Governance standards; Governance standards, IP compliance and quality standards in IP management; ESG principles in investment and conflict resolution; Implementation of ESG standards

Teaching methods:

Teaching methods:
- Online asynchronous lectures
- Video and PPT presentations

Assessment / Examinations:

Online examination. Final control
MCQS of 1h30 minutes

Sample of Relevant Literature:

List sample of books, articles, reports, online compendia, webinars, blogs, etc., etc. to be employed as part of the learning activities in the course:

- The State of Play in Reporting and Assurance of Sustainability Information: Update 2019-2020 Data & Analysis, IFAC Jul 28, 2022, [The State of Play in Reporting and Assurance of Sustainability Information: Update 2019-2020 Data & Analysis | IFAC](#)
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- WIPO GREEN Database of Innovative Technologies and Needs, [Wipogreen Database](#)
 - Fundamental principles of occupational health and safety by Alli, Benjamin O., International Labour Office, Geneva, ILO, 2008
 - Building an IP risk management framework for innovation leaders by Parthapratim Indra and Shekhar Guha, IAM 88 (2018)
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