



CEIPI MASTER OF IP LAW AND MANAGEMENT



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MANAGEMENT

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I. PREFACES

The 21st century marks a new era as our economies increasingly rely on knowledge-based production processes and services. Consequently, the institutions responsible for education and research in the field of intellectual property law in Europe must provide appropriate training for staff from the respective professional environments to acquire or reinforce their ability to initiate, control, protect, exploit and increase the value of intangible assets.

The knowledge-based economy integrates research and development activities, innovation, industrialization and the marketing of products and services including intangible assets and completely changes the enterprise management. It creates new professions specialized in dealing with intangible assets: this branch of law attracts consultants and intellectual property experts from among managers, jurists and lawyers. Indeed, every innovation process generated by new economic activities assumes the intervention of the law, the installation of tools and structures for developing or planning in order to control the intangible assets and to optimize their valorization.

It is therefore the duty of CEIPI, University of Strasbourg, as a leading center for Intellectual Property Studies in Europe, to propose a master program on "IP Law and Management" (MIPLM) since 2005, which complements the existing training course for engineers, scientist and lawyers.

This "European" master program features a continuous training scheme and addresses experts in the intellectual property field. It provides a genuine education program based on an investigation carried out in large enterprises in Europe. The teaching staff comprises academics and experts of various countries, renowned for their work and competence in dealing with the impact of intellectual property on the policy of the enterprises.

Christophe Geiger
Director General of CEIPI.

Intellectual property has become a crucial factor and driving force in the knowledge-based economy. The economic development and the competitiveness of companies more and more depend on the generation and exploitation of knowledge. Intellectual property can convert investment in corporate knowledge creation into economic benefits. Thus IP-based appropriation strategies form the basis to create wealth and competitive advantages for companies from their R & D and innovation activities. The development and implementation of sustainable strategies for IP exploitation require a concerted integration of involved disciplines into an interdisciplinary view on IP. Only the combination of economic, legal and technological sciences fosters the competitive edge of companies in a knowledge-based economy.

IP management within such a holistic approach provides optimized appropriation strategies and thus essentially contributes to the creation of wealth in a company. Accordingly, IP management needs skilled managers who can combine the economics of intangible assets in an intellectualized environment with multidisciplinary knowledge in order to maximize the benefits of IP. A new type of competencies, skills and underlying knowledge enters the arena of management and management education.

The increasing impact of intellectualized wealth creation by investment in knowledge, R & D and innovation followed by its exploitation and IP-based appropriation calls for seminal new education concepts. The CEIPI program "Master of IP Law and Management" offers such a new type of management education. It follows an intrinsically multidisciplinary approach to meet the challenges and requirements of the knowledge-based economy. This master program combines legal, economic and management sciences and includes lectures from leading scholars in the field of IP law and management. Its ultimate objective is to qualify experienced IP professionals for acting as practically skilled IP managers with sound knowledge on wealth creation in our knowledge-based economy.

Alexander J. Wurzer
Director of Studies, CEIPI, and
Director of Steinbeis-Transfer-Institute
Intellectual Property Management





2. CONCEPTS OF THE STUDIES

Intellectual property and economics in the present context are two disciplines that exist in parallel.

Experts are found in each discipline, but with a lack of mutual understanding and training. Both "worlds" are nowadays bridged by experts, called IP managers, who link both disciplines through knowledge and experience. The CEIPI studies pursue a holistic approach and engage experts for the developing market of an IP economy. They are experts for basic economic management processes with specific assets. Management is understood in the broad sense of an overall company management and accordingly divided into six general functions:

1. Strategy
2. Decision
3. Implementation
4. Organization
5. Leadership
6. Business Development

On the basis of this differentiation skills should be allocated to management functions, and relevant knowledge to the functions and skills. The teaching concept focuses on both areas, skills and knowledge, as relevant to business with intellectual property.

Skills can be allocated to the specific management functions as relevant to the practical work within IP management. The skills are thus determined

by the daily challenges and tasks an IP manager encounters. For example, the "Decision" function includes skills such as "valuation and portfolio analysis techniques", and "Organization" as a function requires skills to manage IP exploitation and licensing including economic aspects as well as contractual design and international trade regulations with IP assets.

Special knowledge of economy and law is required in order to implement and deploy these skills in business. This includes knowledge of economic basics such as function of markets and internal and external influence factors. Additional management knowledge is also included such as value-added and value-chain concepts. The legal knowledge includes contractual and competition law, and special attention will be paid to European and international IP and trade law, e.g. litigation, licensing, dispute resolution. Following



this concept, IP law and management can be combined in clusters formed of specific skills and knowledge defined within each management function.

The lectures have a high international standard; the lecturers possess a high reputation and long experience in the teaching subject with academic and practical backgrounds.

The top-level experts come from the fields of law, economics and technology. The experts and the students work closely together during the seminar periods. Exchange of experience and, as a consequence, networking are common follow-ups.



3. PARTICIPANTS & THEIR BENEFITS

This European master's program was designed especially for **European patent attorneys, lawyers and other experienced IP professionals.**

Its ultimate objective is to qualify experienced IP professionals to act as IP managers with the practical skills and knowledge to deal with the new challenges of wealth creation and profit generation. Participants acquire first and foremost a new understanding of how intellectual property works in business models and are conveyed the necessary skills to achieve the systematic alignment of IP management and business objectives.

The course provides an international networking platform for IP managers and in addition enables participants to build long-lasting relationships and to further develop relevant topics within the field of IP management. Being part of this international alumni network also offers new job opportunities and publication possibilities.





4. STRUCTURE OF THE STUDIES

The master studies follow the principle of learning in modules. Knowledge is transferred in a compressed and coordinated form. Single modules are derived from the specific knowledge and skill clusters of the different functions. Each module represents a seminar to obtain the required qualification for every management function and for comprehensive IP management by the end of the studies. The studies combine academic knowledge and practical implementation guidelines for IP management skills to be practised in daily work. Lectures and seminars build on business experience (anecdotal, case studies), concepts (best practice) and empirically validated knowledge on the different topics. The focus will lie on a sound and well-founded discussion about economic causes and effects on business relationships in the various knowledge areas.

The lecturers are from leading international universities and highly recognized institutions as well as top IP professionals with excellence in IP business and management. The best practise approach of the course is also reflected by the various backgrounds of the participants themselves and the possibility for discussing problems and tasks based on their different experience.

A detailed and very good documentation is provided. It can be used for your own private study and for further deepening into special aspects. A unique highlight of three modules is a dinnertalk. An exclusive keynote speaker from a multinational corporation with best practise in IP and related topics presents and discusses the "do's and don'ts" in his working field. This is one of the numerous opportunities for networking in the emerging field of IP-based business.

Each module is accompanied by tutorial sessions, exercises and private studies. Exercises are optional and carried out either by the respective lecturer or additional experts. Case studies after each module will complete the course and allow consolidation and troubleshooting.



PREVIOUS LECTURERS

Peter Bittner,
Peter Bittner & Partner

Romain Girtanner,
Watson, Farley & Williams LLP

Prof. Jacques de Werra,
University of Geneva

Prof. Estelle Derclaye,
University of Nottingham

Arian Duijvestijn,
SVP BG Lighting Philips

Prof. Christophe Geiger,
University of Strasbourg, CEIP

Prof. Jonathan Griffiths,
School of Law, Queen Mary,
University of London

Dr. Henning Grosse Ruse-Kahn,
Faculty of Law, University of Cambridge

Prof. Didier Intès,
Cabinet Beau de Loménie, Paris

Malte Köllner,
Köllner & Partner Patentanwälte

Prof. Yann Ménière,
CERNA, École des mines de Paris

Prof. Cees Mulder,
University of Maastricht

Dr. Fabirama Niang,
Total Group

Prof. Ansgar Ohly,
University of Bayreuth

Prof. Christian Osterrieth,
University of Constance

Prof. Julien Penin,
University of Strasbourg, BETA

Prof. Nicolas Petit,
University of Liege

Prof. Alexander Peukert,
Goethe University, Frankfurt/Main

Prof. Jens Schovsbo,
University of Copenhagen

Kees Schüller,
Nestlé S.A.

Prof. Martin Senftleben,
University of Amsterdam,
Bird & Bird, Netherlands

Prof. Bruno van Pottelsberghe,
Solvay Business School

Dr. Dorit Weikert,
KPMG AG, Berlin

Prof. Guido Westkamp,
Queen Mary University of London

Prof. Alexander Wurzer,
Steinbeis-Transfer-Institute
Intellectual Property Management



5. MODULE
CONTENTS*M1
JANUARY

“STRATEGY”

M2
FEBRUARY

“DECISIONS”

M3
MARCH

“IMPLEMENTATION”

M4
APRIL

“ORGANISATION”

M5
MAY

“LEADERSHIP”

M6
JUNE

“BUSINESS DEVELOPMENT”

Module 1
STRATEGY

Strategy is about winning in IP-based business. It comprises the know-how and know-why about the role of IP for sustained competitive advantages. This requires an understanding for the legal basis of IP as well as its interaction with strategic concepts.

The module includes the following topics:

Strategies and Markets

- The concept of strategy
- Tools for strategy development
- Industry analysis
- Firm resources and core competencies

Development of IP-based Strategies

- IP in the concept of strategy
- IP strategy development
- IP and competition analysis

Legal

- General principles of IPR
- Patent law
- Trademark law
- Copyright law
- Design law
- Unfair competition law

Module 2
DECISIONS

The second module teaches the essence of decision making in IP-based business. For this, comprehensive skills in patent and brand valuation are required and it involves considerations of the decision environment such as legal aspects and accounting standards.

The module includes the following topics:

Decision

- Decision theory
- Game theory

Accounting and Controlling

- Accounting standards
- Intangible assets in accounting
- Intangible assets in controlling

Valuation and Economic Analysis

- Patent valuation
- Brand valuation
- IP due diligence
- Economic analysis of IP

Legal

- IP and international private law
- Legal aspects of patent valuation
- Competition law

Module 3
IMPLEMENTATION

Implementation relates to the integration of IP and innovation to maximize return on investment. Thus, the module teaches participants how to systematically align innovation management to the management of IP.

The module includes the following topics:

Innovation Management

- Dynamics of technological innovation
- Patent information in the innovation process
- IP management in R&D collaborations

Operational IP Management

- Filing strategies
- Monitoring

Legal

- Geographical indications
- Alternative dispute resolution mechanisms
- Trade secrets and technology transfer

*The coverage of the listed topics will depend on the availability of the invited lecturers.

Module 4
ORGANIZATION

Organization in a business context involves the design of organizational structures. In relation to IP management this requires legal knowledge, including international IP law, contract law and taxation. Accordingly, this module focuses on legal and economic aspects related to the organization of IP management.

The module includes the following topics:

Organization

- Business organization
- IP management organization
- IP outsourcing
- Transfer pricing

Institutional Economics

- Property rights theory
- Transaction cost theory
- Agency theory

Legal

- Law of contract
- Licensing agreements
- International IP law
- IP taxation
- International trade and commercial law

Module 5
LEADERSHIP

The interdisciplinary and cross-functional nature of IP management requires new ways of leadership. Thus, new responsibilities require new processes and incentive schemes. This module will teach participants basic concepts for leading such change.

The module includes the following topics:

Leadership

- Motivation
- Delegation
- Human Resource Management (HRM)

Optimization and Control

- IP process optimization
- Management control systems

Legal

- IP enforcement
- Trademark strategies

Module 6
BUSINESS DEVELOPMENT

The management of IP requires an understanding of business models and the industrial setting of the company. Accordingly, this module will teach how IP can be integrated into business models as well as its role for business development.

The module includes the following topics:

Business Development

- Business models
- Entrepreneurship
- Open innovation
- Change management

IP-based Business

- IP business models
- IP management and industry specifics
- IP finance

*The coverage of the listed topics will depend on the availability of the invited lecturers.





6. INFORMATION

LECTURERS

→ The lecturers are from international leading universities and highly recognized institutions as well as top IP professionals with excellence in IP business and management.

EXAMINATIONS

→ Presentations and oral examinations will be held within the lectures during the course of the modules. A case study for preparation at home accompanies each module. Written exams are held in the 4th module, oral exams at the end of the 6th module.

ACADEMIC DEGREE

→ Having completed your studies successfully, you will be awarded the academic degree "Master of Intellectual Property Law and Management" (MIPLM, equivalent LLM) by the President of the University of Strasbourg, which can be considered a prerequisite for a doctoral thesis (depending on the requirements of the university where admission is being sought).

PLACES OF LECTURES

→ Strasbourg

ORGANIZATION OF THE STUDIES

→ The entire training comprises a period of six months with monthly lecture weeks in parallel with your job. Each lecture week deals with a separate subject (module). This innovative concept allows the participants to return to their daily work and concentrate on their jobs after having finished each module. The lecture weeks cover a six-day period – from Monday until Saturday. Participants will also receive case studies related to the subject of the respective module. The master studies are held in English.

SUPPORTING PROGRAM

→ Dinner with exclusive keynote speakers from multinational corporations with best practise in IP and related topics. Skill Training / Case Studies on Friday and Saturday.

STUDY TIMES AND FEES

→ Available on our website dedicated to MIPLM

ADMISSION

→ Minimum of three years practical work for patent attorneys, IP experts and lawyers with three years experience in the IP field.

TIMING OF THIS BROCHURE

→ The concepts and contents are aimed at keeping CEIPI courses as topical as possible. CEIPI reserves the right to adjust particular contents during the course of the study period.

CEIPI PARTNER UNIVERSITY

→ Steinbeis -Transfer-Institute Intellectual Property Management, Steinbeis University, Berlin.

HELPDESK AND APPLICATION

→ Participants are selected for the master program who are determined to accept challenges and master them successfully. The selection process has two steps: the first step comprises your application documents, i. e. application form, certificates and a photo; the second step is the submission of the application to an educational committee.

Application file available at www.ceipi.edu

Please send your application to:
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For all questions relative to organization,
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For all questions relative to pedagogical
contents, please contact Mr. Thibaud LELONG
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"Good concept, theoretically well structured. Helps developing my personality, opens new perspectives. Gives new insights into developing IP Businesses."

Thomas Kretschmer, IP Counsel,
Accenture, Schaffhausen, Switzerland

"MIPLM: Kind of 'brain-wash'; a completely new perspective of looking at your intellectual property assets from the economic point of view."

Dr. Ralf Stowasser, European Patent
Attorney, Grüenthal GmbH, Aachen,
Germany

"A great experience during the course was the network we established over the six weeks."

Annegret Rangel Vale, IP Consultant,
Cascais, Portugal

"High quality lecturers for a course of high value."

Dr. Gauthier Obrecht, Patent Department,
Boehringer Ingelheim Pharma, Biberach,
Germany

"Most of the participants being IP experts already have a strong technical and/or legal background. The 'management side' of the course focuses on the third major aspect of IP: the importance of strategy which is necessary to get a global understanding of IP and to be able to implement the best solutions for your Company."

Amaury Claudel, European Patent Attorney,
SNCF Innovation & Recherche, Paris, France

"In former days, I had a gut feeling regarding my decisions, now I can justify my gut feeling with arguments."

Dr. Anita Buck, IP Manager,
Curevac, Germany

"MIPLM's highest value lies in meeting and teaming up with a diverse group of IP professionals from various countries, companies and contexts. All set out to move beyond what the traditional IP World has taught us and into shaping the more active and business-oriented IP World of tomorrow."

Dr. Clive-Steven Curran, Senior Manager IP
Strategy & Projects Global Patents & IP,
Fresenius Medical care AG & Co. KGaA,
Bad Homburg, Germany





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