



As part of **PACINNO** - Platform for trans-Academic Cooperation in Innovation -, an international project funded by the IPA Adriatic Cross-border Cooperation Programme, the **Managerial-Entrepreneurial Skills Development for Researchers (MBSDr)** is an international, highly-intense, training programme targeted at R&D professionals from all fields. More precisely, the MBSDr program is targeted to (1) **researchers** who are employed by public research institutions (institutes and universities) and (2) **R&D managers** employed in high-tech companies. Their typical professional profile is that of a chief research officer, or a research project manager, increasingly confronted with managerial and business functions within their respective organizations.

The main aim of the MBSDr program is to develop the managerial and entrepreneurial skills of R&D professionals as individuals, and consequently improve the functioning of their teams and organizations. Participation is limited to two qualified participants from each participating country (Albania, Bosnia and Herzegovina, Croatia, Greece, Italy, Montenegro, Serbia, and Slovenia). Overall, 16 top-professionals from the Adriatic Region will attend the MBSDr programme and have the opportunity to share an international and intercultural experience (see below for application procedures and for admission and selection criteria).

### *Course description and practical information*

The Programme is divided into three blocks of workshops: **business functions and processes in R&D organizations** (block 1), **business environment** (block 2), and **management skills development** (block 3). Each block will be composed of several subject courses and will be delivered over three-to-four-day residential modules. The courses will be led by upstanding lecturers with international expertise in the fields of management, leadership, innovation, and creativity. For a more detailed description of the courses refer to the programme's brochure or [to www.pacinno.eu](http://www.pacinno.eu) and <http://vp.pacinno.eu>.

The MBSDr programme will be carried out in the Vipava Valley, Slovenia, in December 2014 (block 1), January 2015 (block 2), and May 2015 (block 3). Attendance is **free-of-charge** and participants' travel and accommodation expenses will be covered by Pacinno project partners.

## Block 1

### Business Functions and Processes in the R&D Organizations

During the Business functions and processes in the R&D organizations block of the MBSDr program, students will gain basic knowledge and develop an understanding of (1) how advances in information technology provide an opportunity for fundamental revision of organization strategy, structure, and process; (2) marketing and financial decision making in research organizations; and (3) how to stimulate their creative thinking through the d-school methods. The Business functions and processes in R&D organizations block consist of four courses: (1) **Management Information Systems**, (2) **Marketing in Research Organizations**, (3) **Financial Decision-Making in Research Organizations**, and (4) **Design Thinking**. The goal of these four courses is to provide valuable knowledge about information technology, marketing, finance, and the d-school methods, which will help to achieve the above-mentioned main goals and aim of the MBSDr program. This block will be held in **Vipava Valley in Slovenia** and will be carried out for **4 days in December, 2014**. Below are detailed descriptions of the four courses to be delivered in block 2 (Business functions and processes in R&D organizations) in the MBSDr program.

#### Management Information Systems

##### Course 1

**Aim of the course.** The course addresses issues in the design of e-business strategy, structure, and process in the research institutes as well as the conjunction of digital and interactive services in the research institutes. The basic goal of this course is to provide students with knowledge and skills on the key specific topics in the management of information systems, and the course particularly focuses on the role of information support systems for critical organizational processes, such as transaction processing, communication, collaboration, teamwork, innovation, and decision making. Altogether, this course should help students to better cope with the information systems in their research institute. The course is led by **Tomislav Hernaus**, Assistant Professor at Faculty of Economics Zagreb, Croatia.

**Student learning outcomes.** The goal of this course is that students will learn about the following topics:

1. information as an organizational resource
2. issues in managing data and information
3. information support systems for critical organizational processes such as transaction processing, communication, collaboration, teamwork, innovation, and decision making.

**Teaching methods.** The course will be taught through lectures, interactive presentations, case studies, individual and group assignments, and discussions.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- Exam: 40%
- Team Seminar : 40%
- Class participation: 20%

## Marketing in Research Organizations

### Course 2

**Aim of the course.** The objective of this course is to give students a fundamental understanding of marketing as a business concept and as an activity in the company. The second is to introduce students to the market-oriented company concept and to help them focus on the unique problems in marketing faced by managers. The course is led by **Vesna Žabkar**, Full Professor at Faculty of Economics Ljubljana, Slovenia.

**Student learning outcomes.** Upon completing this course, students should gain knowledge about the following:

1. the 4Ps – marketing processes in organizations
2. managing data of the organizational environment (competitors, marketplace) and turning data into marketing plans
3. developing new products and services with partners
4. the supply chain of organizational partners.

**Teaching methods.** The course will be taught through lectures, interactive presentations, case studies, simulations, audiovisual materials, individual and group exercises, and discussions.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- Individual seminar: 80%
- Class participations: 20%

## Financial Decision-Making in Research Organizations

Course 3

**Aim of the course.** The objective of this course is to give students a fundamental understanding of financial planning, accounting and reading financial statements, public financial instruments, and researching sources of financing. It explains financial management principles as applied in the public sector. The course will cover all areas of public financing, including planning, securing, acquiring, budgeting, public spending, cost control, and reporting. The course is led by **Matjaž Črnigoj**, Ph.D. Teaching Assistant at Faculty of Economics Ljubljana, Slovenia.

**Student learning outcomes.** Upon completing this course, students should gain knowledge about the following:

1. financial accounting
2. managerial accounting.

**Teaching methods.** The course will be taught through lectures, interactive presentations, audiovisual materials, individual and group exercises, and discussions.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- Exam: 80%
- Class participation: 20%

## Design Thinking

Course 4

**Aim of the course.** The purpose of this course is to stimulate the creative thinking of students, which should lead to the identification, creation, and development of entrepreneurial opportunities. These opportunities are related to all stages and activities in the research projects of the research institutes. The aim of this course is for students to learn the theoretical fundamentals associated with the development of business opportunities in the research environment and carry out a group project, which will include identifying business opportunities in the research environment, defining solutions, prototyping, and testing with users. These will be done through the highly relevant design thinking method at Stanford University. The course is led by **Mojca Gabrovšek**, PhD from filed Biochemists and molecular

biology and researcher on the concept of living labs.

**Student learning outcomes.** Students will come away with a new perspective on “doing research” as a creative endeavor as well as an analytical one by focusing on the following areas:

1. problem finding and framing
2. multidisciplinary team building
3. ideation/brainstorming
4. prototyping/testing
5. storytelling.

**Teaching methods:** The course will be taught through lectures, case studies, brainstorming, prototyping, and interactive presentations.

**Examination methods:** Grades will be determined based on the following weighting distribution:

- Team presentation of the prototype: 40%
- Individual presentation of the prototype: 40%
- Class participation: 20%

## Block 2 Business Environment

The main aims of the Business environment block of the MBSDr program are to help students gain basic knowledge and competencies about the business environment and to provide students with in-depth knowledge about intellectual property rights and how research institutes can protect their intellectual property. The Business Environment block consists of two courses: **Business Environment for Research Institutions** and **Intellectual Property in Research Organizations**. The goal of these two courses is to provide valuable knowledge about the business environment of research institutions and intellectual property in the research institutes that will help students to achieve the above-mentioned main goals and the aim of the MBSDr program. This block will be held in **Vipava Valley in Slovenia** and will be carried out for **4 days in January, 2015**. Below are detailed descriptions of the two courses that are going to be part of the block 1 (Business Environment) in the MBSDr program.



## Intellectual Property in Research Organizations

Course 5

**Aim of the course.** The purpose of this course is to provide students with knowledge about what intellectual property rights are and how individuals and research institutes can protect their intellectual property. Innovations and inventions (new technology and productions methods) require significant financial and resource investments by individual research institutions. Yet the research institutes are not automatically protected regarding who has access to the material and the control over new methods. Therefore, research institutions and their employees need to know how, when, and where to protect their intellectual property rights as well as how to ensure that they do not, deliberately or innocently, breach each other's intellectual property rights and competition law provisions. The course is led by **Mitja Ruzzier**, Professor of Entrepreneurship and Head of the Department of Entrepreneurship at the University of Primorska, Slovenia.

**Student learning outcomes.** Upon completing this course, students should gain knowledge about the following:

1. protection of intellectual property in research institutions
2. moral and material copyrights and related rights
3. designs and passing off
4. trademark and geographical designation of origin
5. patents (fundamental doctrines, optimal duration, formal registration, economic sanctions, and risks and opportunities)
6. confidential information
7. employees and the obligations of confidence
8. third-party recipients and the protection of intellectual property.

**Teaching methods.** The course will be taught through lectures, case studies, brainstorming, prototyping, and interactive presentations.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- |                        |     |
|------------------------|-----|
| • Individual seminar:  | 40% |
| • Team seminar:        | 40% |
| • Class participation: | 20% |

## Business Environment for Research Institutions

Course 6

**Aim of the course.** This course focuses on introducing students to the basics of the business

environment; business ecosystems at various levels (country and institution); methodology for analyzing the business environment; and the importance of knowledge, innovation, and the technological environment. The basic objective of this course is to provide students with the knowledge and skills that will help them to analyze the business environment, propose and implement changes in their research institutes, and better cope with the changing business environment in research institutions. The course is led by **Blaž Zupan**, Teaching Assistant at Faculty of Economics Ljubljana University, Slovenia.

**Student learning outcomes.** The goal of this course is that students will learn about the following topics:

1. definition and methodological approach for studying business environment of the research institutes
2. methodology for analyzing external environment of the research institutes
3. competitiveness of locations
4. technological environment
5. competitiveness, organization of markets in relationships with companies
6. organization of society, politics, and economy
7. stakeholders and social and environmental responsive management.

**Teaching methods.** The course will be taught through lectures, interactive presentations, case studies, audiovisual material, individual and group assignments, and discussions.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- Exam: 40%
- Team seminar: 40%
- Class participation: 20%

### Block 3 Management Skills Development

The main aims of the Management skills development block of the MBSDr program are to provide students with an overview of the fundamental and advanced concepts of behavior within organizations, leadership skills, knowledge management, and innovation. The courses in block 3 deals with the competences needed to become innovative and opportunistic, with leadership skills that are necessary in a research

organization. The management skills block consists of the following two courses: **Organizational Behavior and Leadership Skills** and **Knowledge, Change, Creativity and Innovation Management**. The goal of these courses is to help to achieve the above-mentioned main goals and aim of the MBSDr program. This block will be held in **Vipava Valley, Slovenia** for **4 days in May, 2015**. Below are detailed descriptions of the four courses to be delivered in block 3 (Management skills) in the MBSDr program.

## Organizational Behavior and Leadership Skills

Course 7

**Aim of the course.** The main purpose of the course is for participants to gain knowledge to operate successfully in research organizations as individuals, team members, and especially as leaders. An emphasis throughout the course will be on understanding how individual and leadership competencies (e.g., motivation, power, politics, and conflict resolution) influence the individual and group dynamics and vice versa in research organizations. Furthermore, the student will understand how knowledge about organizational behavior contributes to success in his or her organization. The course is led by **Yoav Vardi**, Associate Professor, Faculty of Social Sciences, Tel Aviv University.

**Student learning outcomes.** Upon completing this course, students should gain knowledge about the following:

1. the process of leadership, leadership styles, and relationship between leaders and followers in research organizations
2. roles, tasks, and characteristics of effective leaders
3. motivation in research organizations
4. teamwork and group dynamics in research teams
5. power, politics, and decision making in research organizations
6. conflict resolution management.

**Teaching methods.** The course will be taught through lectures, interactive presentations, case studies, simulations, audiovisual materials, individual and group exercises, and discussions.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- Exam: 40%
- Homework: 40%
- Class participation: 20%



## Knowledge, Change, Creativity and Innovation Management

Course 8

**Aim of the course.** The basic objective of the course is to provide a comprehensive view of the development of basic theories, advanced concepts, and modern case studies of practice in the field of knowledge management, learning, and innovation in research organizations. Based on the knowledge that they will acquire in this course, students will be able to analyze the situation in their research organization and propose an action plan of measures for improvement of management practices, change management, knowledge, and innovation for their research organizations. The course is led by **Miha Škerlavaj**, Associate Professor at BI Norwegian Business School in Oslo, Norway.

**Student learning outcomes.** Upon completing this course, students should gain knowledge about the following:

1. change management and need for constant learning and innovation
2. knowledge management
3. learning: individual, team, and organizational
4. knowledge and learning in social networks
5. creativity and innovativeness in organizations.

**Teaching methods.** The course will be taught through lectures, interactive presentations, case studies, simulations, audiovisual materials, individual and group exercises, and discussions.

**Examination methods.** Grades will be determined based on the following weighting distribution:

- Team seminar: 70%
- Class participation: 30%

### ***Application procedures, admissions and selection criteria***

The Programme is open to any researcher/developer whose company, University, or research institution is located in the IPA Adriatic's eligible area:

**Bosnia and Herzegovina:** Bileća, Čapljina, Čitluk, Gacko, Grude, Jablanica, Konjic, Kupres, Livno, Ljubinje, Ljubuški, Mostar, Neum, Nevesinje, Posušje, Prozor/Rama, Ravno, Široki Brijeg, Stolac, Berkovići, Tomislavgrad, Trebinj, Istočni Mostar. *Territorial derogation:* Sarajevo region, North-West Region and Central Region.

To apply, candidates must send their CV (in English) and a letter of intent, detailing the motivations for applying to the MBSDr programme, to the country's contact persons:

**Bosnia and Herzegovina:** Nijaz Bajgorić, SEBS [nijaz.bajgoric@efsa.unsa.ba](mailto:nijaz.bajgoric@efsa.unsa.ba)

**The deadline for application is the 20th of September 2014.**

Admissions will be managed at the country level. Applications will be evaluated according to the criteria listed below:

- **Postgraduate degrees (Master and/or PhD)** – up to 20 points
- **Working experience:** current work position, previous work experience, previous research work (articles, publications) and professional publications, current and/or previous work within national and/or international projects, current and/or previous work within academic or corporate spin-outs – up to 50 points.
- **Motivations as described in the letter of intent** – up to 30 points.

Pacinnno is committed to gender equality and applications from qualified women researchers are encouraged.

For more information on the programme, please contact Nijaz Bajgorić at [nijaz.bajgoric@efsa.unsa.ba](mailto:nijaz.bajgoric@efsa.unsa.ba) or Sabina Bogilović [sabina.bogilovic@cobik.si](mailto:sabina.bogilovic@cobik.si). Further informations are also available at [www.pacinnno.eu](http://www.pacinnno.eu) and <http://vp.pacinnno.eu>.