

MBSDr

Managerial-Business Skills Development for Researchers

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 environment** (block 1), and **management skills development** (block 2). Each block will be composed of several subject courses and will be delivered over five-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.pacinho.eu](http://www.pacinho.eu) and <http://vp.pacinho.eu>.

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

* Albania, University of Tirana, and Croatia, MEDRI: Covers all participants' expenses; Italy, University of Trieste: Covers participants' expenses up to 600€; Serbia, Mihajlo Pupin Institute and Slovenia, CO BIK: Covers no participants' expenses.

Block 1 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; to provide students with in-depth knowledge about techniques of negotiation, marketing and financial decision making in research organizations. The Business Environment block consists of four courses: (1) **Financial Decision-Making in Research Organizations**, (2) **Principled Negotiation**, (3) **Marketing in Research**, and (4) **Business Environment for Research Institutions** and The goal of these four courses is to provide valuable knowledge about the business environment of research institutions, marketing, finance and techniques of negotiation 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 **5 days in October, 2015**. Below are detailed descriptions of the five courses that are going to be part of the block 1 (Business Environment) in the MBSDr program for second generation.

Financial Decision-Making in Research Organizations

Course 1

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. Introduction: what is financial management, the goal of the firm/organization, value based management,
2. Time value of money: discounting/compounding,
3. Financial statements and cash flow: income statement, balance sheet, cash flow,
4. Cost of capital: financing decisions, financing resources, required rate of return, cost of capital, WACC,
5. Capital budgeting: investment decisions,

6. Criteria: net present value, internal rate of return, modified internal rate of return, payback period,
7. Estimating cash flow: forecasting income statements, calculating project cash flow.

Teaching methods.

The course will be taught through lectures, interactive presentations, individual and group exercises, and discussions.

Examination methods

Grades will be determined based on the following weighting distribution:

- Exam: 80%
- Class participation: 20%

Principled Negotiation

Course 2

Aim of the course

This course is an introduction to the concepts and techniques of negotiation. It will help participants to refine their personal skills and behaviors as negotiators and to get the most out of a discussion, deal or sale. The basic objective of this course is to learn how to concentrate on the legitimate interests of all parties ensuring the agreement is durable. The course is led by **Mojca Frančeskin**, lecturer and consultant with real-world experience in global hi-tech and scientific markets.

Student learning outcomes

Upon completing this course, students should be able to:

1. know how to plan and prepare for negotiation,
2. recognize the phase involved in all negotiations,
3. recognize different negotiating techniques,
4. develop Best Alternative to a Negotiated Agreement (BATNA).

Teaching methods

The course will be thought through lectures, role-plays, case studies and discussions.

Examination methods

Grades will be determined based on the following weighting distribution:

- Individual seminar: 40%

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

Marketing in Research Organizations

Course 3

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 participation: 20%

Business Environment for Research Institutions

Course 4

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. Additionally, methods of assessing business opportunities will be discussed and applied on actual business opportunities, identified by students. The course is led by **Blaž Zupan**, PhD, 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. role of entrepreneurship and intrapreneurship in research institutions,
3. definition and methodological approach for assessing business opportunities,
4. methodology for analyzing external and internal environment of the research institutes
5. using different methods of analyzing the environments and assessing business opportunities to assess student's actual projects
6. technological environment
7. competitiveness, organization of markets in relationships with companies
8. organization of society, politics, and economy
9. 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: 50%
- Team seminar: 50%

Block 2 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, HRM practices, leadership skills, knowledge management, innovation; to stimulate their creative thinking through the d-school methods and to provide students with in-depth knowledge about intellectual property rights and how research institutes can protect their intellectual property. The courses in block 2 deals with the competences needed to become innovative and opportunistic, with HRM and leadership skills that are necessary in a research organization. The management skills block consists of the following four courses: (1) **Knowledge, Change, Creativity and Innovation Management**, (2) **Organizational Behavior and Leadership Skills**, (3) **Design Thinking**, (4) **Human Resource Management**, and (5) **Organizations Intellectual Property in Research Organizations**. 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 **5 days in November, 2015**. Below are detailed descriptions of the four courses to be delivered in block 2 (Management skills) in the MBSDr program.

Knowledge, Change, Creativity and Innovation Management

Course 5

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:

- Exam: 60%
- Team seminar: 20%
- Class participation: 20%

Organizational Behavior and Leadership Skills

Course 6

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%

Design Thinking

Course 7

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 **Sabina Bogilović**, MBA, Researcher at Center of Excellence for Biosensors, Instrumentation and Process Control and Teaching Assistant at Faculty of Economics Ljubljana University, Slovenia.

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 project: 40%
- Individual project: 40%
- Class participation: 20%

Human Resource Management

Course 8

Aim of the course

The main purpose of the course is for participants to gain knowledge for appropriate understanding human resource management in order to achieve organizational goals, and to develop participants' capabilities for effectively managing people at work in teams, project and organizations. The course is led by **Nika Vodopivec**, Ph.D, and Head of HR and General Affairs in Instrumentation Technologies.

Student learning outcomes

Upon completing this course, students should gain knowledge about the following:

1. HRM practice areas for research organization: Best practices vs. best fit models,
2. The context of managing people in research organizations: Resourcing (external & internal), Training and development, Performance management, Rewards, and Retention/separations.

Teaching methods

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

Examination methods

Grades will be determined based on the following weighting distribution:

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

Intellectual Property in Research Organizations

Course 9

Aim of the course

The purpose of this course is to provide students with knowledge about what intellectual property rights are and how individuals, research institutes, and companies can protect their intellectual property. Innovations and inventions require significant financial and resource investments. Yet organizations and companies are not automatically protected regarding who has access to the material and the control over new methods. Therefore, 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 **Matjaž Peterka**, PhD and CEO of Center of Excellence for Biosensors, Instrumentation and Process Control, Slovenia.

Student learning outcomes

Upon completing this course, students should gain knowledge about the following:

1. protection of intellectual property
2. moral and material copyrights and related rights
3. designs and passing off
4. trademark and geographical designation of origin
5. patents
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 interactive lectures and case studies.

Examination methods

Grades will be determined based on the following weighting distribution:

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

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**:

Albania: Fier, Durrës, Lezhë, Shkodër, Tiranë, and Vlorë.

Croatia: Dubrovnik-Neretva, Istra, Lika-Senj, Primorje-Gorski kotar, Šibenik-Knin, Split-Dalmatia, and Zadar. *Territorial derogation*: Karlovac County.

Italy: Gorizia, Trieste, Udine, Padova, Rovigo, Venezia, Ferrara, Forlì-Cesena, Ravenna, Rimini, Ancona, Ascoli Piceno, Fermo, Macerata, Pesaro-Urbino, Chieti, Pescara, Teramo, Campobasso, Bari, Brindisi, Foggia, Barletta-Andria-Trani and Lecce. *Territorial derogation*: L'Aquila, Pordenone, Isernia, and Taranto.

Montenegro: Bar, Budva, Cetinje, Danilovgrad, Herceg Novi, Kotor, Nikšić, Podgorica, Ulcinj and Tivat. *Territorial derogation*: Pljevlja, Bijelo Polje, Berane, Rožaje, Plav, Andrijevića, Kolašin, Mojkovac, Šavnik, Žabljak, and Plužine.

Serbia: whole territory.

Slovenia: Obalno-kraška region. *Territorial derogation*: Goriška regija and Notranjsko-kraška 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:

Albania: Bruna Nicka, University of Tirana nickabruna@gmail.com

Croatia: Marta Begonja, MEDRI marta.begonja@medri.uniri.hr

Italy: Aleš Pustovrh, University of Trieste ales.pustovrh@deams.units.it

Montenegro: Vesna Karadžić, Faculty of Economics Podgorica, vesnaka@ac.me

Serbia: Valentina Janev, Mihajlo Pupin Institute valentina.janev@pupin.rs

Slovenia: Sabina Bogilović, Cobik sabina.bogilovic@cobik.si

The deadline for application is the 10th of September 2015. Candidates will be noticed in few days about their admission.



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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 Sabina Bogilović sabina.bogilovic@cobik.si. Further informations are also available at www.pacinnno.eu and <http://vp.pacinnno.eu>.