



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

MASTER INTELLECTUAL PROPERTY

A.A. 2006/2007 UNIVERSITÀ DI BOLOGNA



ISTITUTO DI STUDI AVANZATI



ALMA GRADUATE SCHOOL
INFORMATION TECHNOLOGY, MANAGEMENT
AND COMMUNICATION



COLLEGIO SUPERIORE

ORGANIZING INSTITUTIONS



ISTITUTO DI STUDI AVANZATI

The Institute of Advanced Study of the University of Bologna began its activities in Spring 2001 with the distinctive mission of providing a forum for scholars and scientists visiting the University of Bologna. The Institute aims to provide scholars not only with an institutional base but also with a unique opportunity to exert their full innovative potential by interacting both with each other and with the large community of scholars and scientists in Bologna. The Institute's core activities are the Visiting Fellowship programme and the Focus Groups programme. Visiting Fellows are normally established scholars and scientists working on fundamental or applied research, often in association with a Department or a Research Centre of the University. Focus Groups are informal initiatives aimed at encouraging cross-fertilization across disciplinary boundaries.

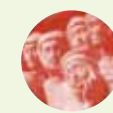


ALMA GRADUATE SCHOOL
INFORMATION TECHNOLOGY, MANAGEMENT
AND COMMUNICATION

Alma Graduate School founded with the name Almaweb, in 2000, is a consortium between the University of Bologna, the Cassa di Risparmio in Bologna Foundation and the Guglielmo Marconi Foundation and Profingest.

Four Departments of the University of Bologna are actively involved in the activities of the School: the Department of Communication, the Department of Management, the Department of Electronics, Information Technology and System Theory, and the Department of Computer Science. At present, the School is offering 10 Master Programmes, in addition to several executive programmes, all characterised by an innovative and interdisciplinary approach in both contents and methods.

The School recognizes the strategic importance of a close relationship between the academic and corporate world: this led to the development of the Business Network, composed by several international companies. The School is located in Villa Guastavillani, built in 1575 by the Cardinal Filippo Guastavillani on the hills close to Bologna. It was restructured in 2000 by the University of Bologna in order to host state-of-the-art classrooms, laboratories and facilities for higher education activities.



COLLEGIO SUPERIORE

The Collegio Superiore of the University of Bologna was founded in 1998 with the aim of selecting and training outstanding students driven by strong cultural motivations and characterized by a broad interdisciplinary interest in Knowledge and Science. Admission to the Collegio is possible only on the basis of merit and is open to all Italian and European citizens. The students are followed by several Tutors appointed amongst Bologna's University staff on the basis of the study courses of choice. The Collegio aims to experiment advanced forms of teaching and new forms of interaction between teachers and students. In terms of international relationships, it collaborates with partner Institutions abroad with the objective of establishing permanent or temporary exchange programmes.



The Master in Intellectual Property trains new professionals who will be able to deal with all issues related to the evaluation, protection, use and valorization of Intellectual Property Rights (IPRs). The programme provides participants with advanced knowledge in international intellectual property law,

the economic analysis and management of technology and innovation, and the protection of IPRs in the main scientific and technological fields. The Master prepares students for a career in R&D units within innovative companies, technology transfer offices of university and research centres, multinational law

and consulting firms, and national and international patent offices. It is organized mutually by the Collegio Superiore of the University of Bologna, Alma Graduate School and the Institute of Advanced Study of the University of Bologna.

MASTER IN INTELLECTUAL PROPERTY

Federico Munari

Scientific Director
Master in Intellectual Property
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**THE SCIENTIFIC DIRECTOR**

"In recent years, the importance of the protection and valorization of Intellectual Property Rights (IPRs) has significantly increased in a wide variety of institutions, industries and technological fields. The growth in the relevance of IPRs for companies, universities and research centres and public authorities all over the world has led to the necessity to create new specialists in the practice of intellectual property and licensing. These new professionals should be able to integrate a solid scientific and technological knowledge base, with an understanding of the most relevant principles of international IP law and of best practices in the organization of Research and Development (R&D) activities.

The Master in Intellectual Property of the University of Bologna addresses such challenges by offering students the opportunity to acquire the skills necessary to deal with all issues related to the evaluation, protection, use and valorization of IPRs. It is primarily, although not exclusively, oriented to graduate students with a background in science and engineering who are interested in acquiring new competence in the management and legal protection of technology and innovation. For such reasons, although all the main subjects affected by IPRs - such as inventions, circuit layouts, software, trade-marks, trade-secrets, utility models, registered models and designs - will be addressed in the Master, a dominant emphasis will be given to patents and other technical issues.

In order to provide a complete understanding of the several dimensions related to IPRs, the courses are characterized by a strong interdisciplinary approach referring to three core areas: IP Law, Economics and Management of IP, Science and Technology. This interdisciplinary approach represents an unique characteristic of the Master, which differentiates it from existing educational programs in IPRs which generally focus on legal issues. The aim of the Master is therefore that of creating IP and R&D managers, preparing them for a career in innovative companies, universities or public organizations".

Federico Munari is an Associate Professor at the School of Engineering of the University of Bologna, where he teaches the courses of Technology and Innovation Management and of General Management. He holds a Ph.D. in Management from the University of Bologna, and has been visiting scholar at the Sloan School of Management of the Massachusetts Institute of Technology and visiting researcher at the Ecole des Mines de Paris and at the Cass Business School of London. He has published several books and articles in the fields of corporate governance, new product development, and R&D management.

CAREER OPPORTUNITIES

The Master prepares students for a career in R&D units of innovative companies in both manufacturing and service industries, technology transfer offices at universities and research centres, law and consulting firms, international organizations, and national and international patent and trademark offices. The demand for new professionals able to deal with all issues related to the strategic management of innovations and IPRs - such as the evaluation of inventions and technologies, their protection with the most appropriate legal instruments, and their commercial exploitation in technology markets - has significantly increased over time. The opportunities and needs for these professionals in both companies and research organizations will grow further over the next few years for a series of reasons: the gradual emergence of a new type of economy, more knowledge and innovation-based and IPR-oriented; the rapid changes in technologies that are used for R&D and in IPR systems and legislations worldwide; the increasing international division of R&D, use of technology markets and research collaborations; and the new emphasis put on technology transfer by universities and public research centres. All of these changes have broadened the scale and scope of IPRs' use in several contexts (i.e. biotechnological inventions, software protection, digital rights management) and have demanded new specialized competences for scientists, engineers, lawyers and managers regarding how to effectively protect and manage IPRs.

The interdisciplinary approach of the Master in IP and its international orientation, due to the diversity of students and of lecturers from all over the world, make it a unique environment to prepare the participants in facing the above-mentioned changes and exploit the new opportunities these changes may bring. The courses have been designed to reflect an interdisciplinary approach, which encompasses three broad areas: IP law, economic analysis and management of IPRs, and science and technology. Courses are distributed among three terms: in the first term, introductory courses in law, economics and management of IP are provided in order to provide a common background for students. Courses in the second term address advanced topics of IP law and management and cover current IP issues in selected scientific and technological areas. In the third term, students can select two elective courses in order to complete the programme, and undertake a project work related to patent claims drafting, under the supervision of experienced IP consultants. The classes are complemented by a program of seminars and master lectures dealing with legal, economic, social and technological issues related to the protection and management of IP. All courses are taught in English. At the end of the three terms - starting from September - students take part in an internship program of two months in companies, universities and research centres active in IP, law and consulting firms, or other international bodies.

PROGRAMME**First term**

- Introduction to Law
- Intellectual Property Law
- Valuation of intangibles and Intellectual Property
- Management of technology and innovation
- Economic analysis of Intellectual Property

Second term

- Contracts and technology licensing
- Technology Transfer and IP Management
- Patent practice and litigation
- IP issues in the chemical/pharmaceutical industries
- Digital Rights Management
- IP issues in electronics and mechatronics

Third term

- IP issues in the software industry (elective)
- IP issues in the biotechnology industry (elective)
- IP issues in energetic materials and nanotechnology (elective)
- Industrial design (elective)
- Project work: Patent claims drafting

The Master in Intellectual Property is organized by the Collegio Superiore of the University of Bologna, Alma Graduate School and the Institute of Advanced Study of the University of Bologna. Students enrolled in the course will have the opportunity to benefit from the structures and services of the Collegio Superiore - founded in 1998 with the aim of selecting and training outstanding students driven by strong cultural motivations - including accommodations under special conditions at the Residenza degli Studi of the University of Bologna. Thanks to the fellowships of the Institute of Advanced Study, several renowned visiting professors from international universities will have the opportunity to teach in the Master. The Faculty is therefore constituted by a unique community of experts in IP, coming from academia, industries, international bodies, and law and consulting firms.

GENERAL INFORMATION

A total of 25 students will be admitted to the Master. All Master courses are taught in English. In order to apply for the Master, a degree in the following areas is required: business administration, economics, political sciences, law, engineering, mathematics, physics, chemistry, natural, medical and computer sciences. The degree must be completed within the deadline for application (30 November 2006, for further information on the admission process and the documents required please visit: http://www.almaweb.unibo.it/ip_home.html). The selection criteria to be admitted to the Master will be based on students' CVs and a statement of motivation. In addition, applicants will be required to demonstrate a proficiency in the English language.

The Master program is divided in three terms:

- First term: January 2007 - March 2007
- Second term: April 2007 - May 2007
- Third term: June 2007 - July 2007.

At the end of the three terms, students take part in an internship program of two months (September 2007-October 2007) in companies, universities and research centres active in IP, law and consulting firms, or other international bodies.

Tuition fees for the Master are 6,500 euro. Some scholarships, funded by companies and public and private institutions, are available for students, to be awarded based on academic merits and financial grounds. Fiduciary soft loans will be available for all students. Applications from foreign students are encouraged, as the Master aims to attract students from a large variety of countries.

COURSES IN LAW

Introduction to Law

Giusella Finocchiaro, Università di Bologna
Enrico Pelino, Università di Bologna

The course will address such topics as the distinctions and peculiarities of civil and common law, the notion of sources of law, and the resulting structure of the legal system, looking closely at selected countries of both civil and common law. Lectures will go through the definition of a contract (taking into account the distinction between the two aforementioned Western legal traditions), and the strictly-related concept of the manifestation of will. A proper examination of the essential elements of a contract will follow. The course will then discuss the notion and the content of *lex mercatoria*, focusing on the role of *Uncitral* in development and examination, as well the recent evolutions of EC law in the field of e-commerce, which in most cases implement legal solutions emerging in day-to-day negotiation, with a particular focus on IP law.

Intellectual Property Law

Alberto Musso, Università di Bologna

This course deals with the basic principles of IP law (exclusive rights, production and commerce, formalities, priorities, exhaustion and limitations, etc.) applied to discrete subject-matter (such as inventions, circuit layouts, trademarks, trade-secrets, utility models, registered models and designs), according to International Treaties or EU Regulations. Tax Law is also examined when applied to IP assets (e.g. royalties), while unfair competition, copyright and related rights are taken into consideration only as far as technical or patent-like subject-matter is involved, in compliance with the scope of the Master Program. In addition to theoretical lectures, case-law will be further discussed in seminar presentations.

Patent Practice and Litigation

Franco Benussi, Former Member of the Boards of Appeal and of the Enlarged Board of Appeal - European Patent Office Munich

This course deals with the practical aspects of the European filing, opposition and appeals procedures before the European Patent Office and is designed to give a wide practical knowledge of the European patent system. Case-law on novelty and inventive steps, patentable inventions, and exceptions to patentability with emphasis on biotechnology and on computer-based inventions will be examined and discussed. A comparative analysis of national patent laws will be furnished and details of the extension of the PCT and UPOV systems will be given. Patent infringement and remedies, together with damages and aspects of European patent litigation will also be analysed.

Contracts and technology licensing

Jos Dumortier, Katholieke Universiteit Leuven

This course is directed at providing insight on various types of final user licence agreements, in particular those related to software and technologies. Thus, selected templates will be discussed with a focus on real-world cases, and suggestions will be given for drafting these agreements. In a wider approach, essential issues related to the protection of industrial and intellectual property will be considered, also including a brief outline on the safeguarding of company strategic know how, such as business processes, methods, and experience. Lectures will deal with legal constraints and examine the balance between needs of secrecy and needs of publicity. The course will also address liability issues. The perspective will be mostly civil law-oriented, but references will be made regarding common law as well.

COURSES IN ECONOMICS AND MANAGEMENT

Economic analysis of Intellectual Property

Vincenzo Denicolò, Università di Bologna
Joanna Poyago-Theotoky, Loughborough University

This course deals with the fundamental topics related to the economic analysis of intellectual property rights. The following topics will be covered: knowledge as a public good, the reward theory of intellectual property rights, optimal length and breadth of intellectual property rights, prizes v. patents, the contract theory of patents: patents and trade secrets, cumulative innovation, and trademarks.

Technology and Innovation Management

Federico Munari, Università di Bologna
Rosa Grimaldi, Università di Bologna
Allan Afuah, University of Michigan

This course examines fundamental topics on economic and organizational variables influencing the development of technological innovation in both manufacturing and service industries. In the first part of the course, the foundations of economic analysis of innovation are provided by analyzing the external conditions - competitive, technological and institutional - affecting a firm's innovative capabilities. In the second part, the course explores analytical tools which are critical for the development of a technology strategy, with respect to the analysis of competitive forces, technology forecasting and monitoring techniques, the diffusion of innovations into the market, appropriability regimes and the protection of innovation, and the organization of R&D teams and partnerships.

Valuation of intangibles and Intellectual Property

Raffaele Oriani, Università di Bologna

This course aims to provide tools used in the economic evaluation of intellectual property rights. The final goal is to lead the students to estimate the financial value of specific IPRs or licensing operations. After dealing with the basics of accounting and financial valuation methods, it will focus on the specific economic and financial aspects of patents and other intangible assets.

Technology Transfer and IP management

Massimiliano Granieri, Università di Foggia e Torino Wireless
Giuseppe Conti, Politecnico di Milano

The purpose of this course is to provide a deep understanding on how legal, technological and managerial issues are involved in the management of intellectual property and in the transfer of technology towards the market. The course is divided in three parts. The first session deals with organizational and institutional aspects of an efficient IP practice from the generation stage through the valorization and the portfolio maintenance phases. Tools for the management of IP and the operation of a technology transfer office are analyzed.

The second session will focus on the combination of business and legal tools and procedures in technology transfer, such as due diligence in IP, negotiations and drafting of technology transfer agreements (sales, licenses, MTAs, pools etc.), litigation strategies and IP assertion. The third session will address issues related to the strategic use of IP, in connection with standardization processes, patent pools, inventing and patenting around, layering and others. A special focus will be on the antitrust implication of the transfer of technologies, in the frame of the EU and the US antitrust law and practice.

COURSES IN SCIENCE AND TECHNOLOGY

IP in the chemical/pharmaceutical industries

Dario Braga, Università di Bologna
Joel Bernstein, Ben-Gurion University of the Negev, Beer Sheva

Best practice, due diligence and effective drafting for patents and litigations on chemical entities and pharmaceuticals. Search for most suitable patents for pharmaceutical products and different patent classes. Comparison of different jurisdictions within Europe and the US. The role of crystalline forms in the pharmaceutical patents. Strategies for polymorphs in patent litigations. Regulatory issues over polymorphism, FDA approval criteria and recommendation. Abbreviated new drug applications (ANDA): strategies for patentees and generics. Discussion of case-studies.

Digital Rights Management

Paolo Ciancarini, Università di Bologna

The novel forms of "born digital" content (web oriented, multimedia, dynamically generated, etc.) challenge traditional laws and mechanisms for the management of IP rights. This course will deal with the emerging topic of ICT solutions, namely technologies and systems, specifically designed for Digital Right Management. In particular, it will discuss some architectures, components, and standards that are still under development. Most of these are not specific to any community, however some communities (eg. E-learning) are developing special sets of requirements for the DRM systems they may use. The course will present some basic notions about digital content, for instance what is a digital document and which are its properties; then it will present some case studies which deploy and exploit DRM systems.

IP issues in electronics and mechatronics

Gabriele Vassura, Università di Bologna
Claudio Melchiorri, Università di Bologna

The course will first present a general overview of mechatronics, intended as a cooperation of complementary scientific knowledge and technological resources that can originate innovation in different fields. A review of the basic elements of a mechatronic system will be developed, providing information about the main functions and the principal technological aspects of sensors, actuators and control systems. Then attention will be focused on methodological approaches and patent strategies in the development of integrated mechatronic systems, with the discussion of significant examples from industry and research. Finally, perspectives on the evolution of mechatronics systems and on the relevance of IP protection in this area will be discussed, with particular reference to the world of industrial automation.

In order to complete the Master programme, students must select two of the following elective courses: IP issues in the software industry; IP issues in the biotechnology industry; IP issues in energetic materials and nanotechnology; Industrial design.



MASTER LECTURE

The participants in the Master will have the opportunity to attend lectures by experts coming from the world of companies, professions and institutions, which will enrich the participants' general knowledge.

Here follows a list of speakers that took part in the Master Lectures of Alma:

N. Alessandri, Technogym • R. Aliboni, Istituto Affari Internazionali • J. Armour, University of Cambridge • F. Andreatta, Università di Parma • R. Aprile, PEA • A. Arcangeli, SUSE-Novell • A. Artoni, Confindustria Emilia-Romagna • M. Astorri, Lab Id • O. Babaoglu, Università di Bologna • C. Baden-Fuller, Case Business School • R. Bagozzi, Rice University • A. Bajani, scrittore • M. Baldassarri, Ministero dell'Economia e della Finanza • R. Bartholomew, Merrill Lynch • L. Barile, Il Sole 24 Ore • G. Bazoli, Banca Intesa • E. Benigni, Elettronica • R. Benigni, regista e attore • N. Bentivogli, Provincia di Bologna • S. Berardo, De Longhi • F. Bernabè, Bernabè e Associati • A. Berni, Testoni • G. Berretta, avvocato • P. Bersani, Ulivo • E. Berselli, Il Mulino • R. Bichi Ruspoli, Nautor's Swan • L. Bianchi, Motonline • G. Bignami, Università di Pavia • G. Bisutti, Ntl world • G. Blasi, Horizon Unlimited • V. Blasone, Gruppo Natuzzi • A. Bocconi, scrittore • L. Bologni, Aster • A. Bonito Oliva, critico d'arte • S. Bonilli, Gambero Rosso • G. Bonvicini, Istituto Affari Internazionali • P. Bosi, Facoltà di Economia Università di Modena • M. Bucci, Imprenditore • G. Caffarelli, Confindustria Emilia-Romagna • G. Calabresi, Yale Law School • A. Calabrò, AP Com • M. Calzolari, Regione Emilia-Romagna • P. Calzolari, Magnifico Rettore Università di Bologna • C. Cambi, Repubblica Viaggi • D. Campagnoli, Regione Emilia-Romagna • P. Cannella, artista • M. Caprai, Cantine Arnaldo Caprai • L. Casero, Forza Italia • M. Castro, Electrolux • A. Cazzullo, Corriere della Sera • P. Celli, Luiss Guido Carli • T. Chan, Hong Kong Polytechnic • D. Ciani, Banca d'Italia • R. Colaninno, Piaggio & C. • P. Colonna, Permira • G. Contino, Ducati Consulting • L. Cordero di Montezemolo, Ferrari • F. Cortiana, Senato della Repubblica • G. Cosenza, Sinapsi • B. Covili, Click Mobility • A. Crovetto, Banca IMI • G. Cucchi, Presidenza del Consiglio dei Ministri • A. Cuomo, STMicroelectronics • M. Cusumano, MIT • G. D'Agnolo, Studio Lega Colucci Morri e Associati • R. Daino, Crn • G. Dari-Mattiacci, University of Amsterdam • M. De Benedetti, TIM • V. De Bustis, Deutsche Bank • A. De Geus, manager • G. De Martis, Nomisma • L. De Martinis, Baker & McKenzie • A. De Raffaele, BroadVision Italia • L. De Vecchis, Siemens Mobile Communications • F. Del Bono, Regione Emilia-Romagna • F. Denozza, Università degli Studi di Milano • R. Di Cosmo, Università Paris VII • M. Di Giovanni, artista • A. Di Monte, Ducati Motor Holding • C. Di Noia, Assonime • F. Dodich, Ferretti Yacht • L. Elia, senatore • I. Enriques, Zanichelli Editore • R. Evans, Johns Hopkins University • G. Farinelli, Cineteca di Bologna • F. Fava, Istituto di Formazione Politica "Pedro Arrupe", Palermo e Centre d'Anthropologie des Mondes Contemporains, Paris • F. Favetti, Unicredit • A. Febbrajo, Università di Macerata • H. Felcht, Degussa • M. Ferioli, Infoarea • N. Ferretti, Ferretti Group • V. Fini, Banca Popolare Emilia-Romagna • A. Forchielli, Osservatorio Asia • G. Fossa, Giorgio Fossa • A. Foti, Fineco Bank • L. Fratta, Politecnico di Milano • J. Freeman, Professore Università di California • A. Gabrieli, Ferrari • C. Gaetani, Sanpaolo IMI • P. Gaffuri, Rai Way • G. Garavini, Regione Emilia-Romagna • F. Garelli, Fiat Auto • A. Gervasoni, Aifi • M. Ghedini, Manzoni • F. Giordano, Unicredit Banca • G. Gitti, avvocato • R. Grant, Georgetown University • M. Greco, Assicurazioni Nazionali • F. Grillenzoni, Commissione Europea • G. Guidi, Ducati Energia • J. Happelmann, Parametric Technology Corporation • P. Haspeslag, Insead • A. Hoffman, Boston University School of Management • L. Hong Lin, Gold Bond Enterprise • G. Iacobelli, Kelyan Smc • S. Iorio, Italmatch Chemicals • F. Kamoun, Ecole Nationale des Sciences de l'Informatique di Tunisia • L. Kleinrock, UCLA • B. Kogut, Insead • R. Lener, Università di Roma Tor Vergata • G. Lerner, La 7 • E. Letta, Arel • M. Lolli, Marzotto • S. Lotti, Regione Emilia-Romagna • G. Lufrano, OttoGallery • S. Maffulli, FSF Italia • L. Majocchi, Seat Pagine Gialle • C. Mayer, Oxford University • A. Martelli, Consulente e Sviluppatore Software • P. Mascagni, Mascagni • P. Mascarino, Margherita • G. Massaro, avvocato • M. Mauro, San Paolo Imi Private Equity • S. Mazzolini, Arcotronics • V. Mehrotra, University of Alberta • V. Meli, Autorità Garante della Concorrenza e del Mercato • E. Mentana, Mediaset • A. Merli, Il Sole 24 Ore • G. Merli, Cantori Gregoriani • F. Merloni, MTS Group • V. Merloni, Merloni • E. Messina, Head Coach • M. Michlmayr, Progetto Debian • S. Micossi, Assonime • M. Mignani, Mignani, Pinter Galbiati • F. Minoli, Ducati Motor Holding • A. Minuto Rizzo, Nato • P. Modiano, Unicredit • A. Moneta, Unicredit • L. Moggi, Juventus • A. Montanari, Seat Pagine Gialle • A. Muccioli, San Patrignano • R. Nicastro, Unicredit Banca • G. Nieri, Mediaset • M. O'Leary, Ryan Air • F. Onida, Università Bocconi • P. Onofri, Università di Bologna • R. Orlandi, Osservatorio Asia • A. Ovi, Commissione UE • M. Palmieri, Piquadro • M. Panara, La Repubblica • A. Panebianco, Università di Bologna • U. Paolucci, Microsoft • A. Parisi, Margherita • F. Parisi, George Mason University • G. Pasquino, Università di Bologna • G. Patriarca, Trudi • P. Pederzini, Studio Bugnion • D. Peterson, Giornalista • A. Pezzi, conduttore televisivo • P. Pierri, Unicredit Banca Mobiliare • F. Pinto, Rai • E. Piol, Pino SGR • A. Pininfarina, Confindustria • A. Pirri, artista • A. Politi, commentatore strategico • A. Preto, European Parliament • G. Prodi, Università di Ferrara • R. Prodi, Unione • V. Prodi, Università di Bologna • A. Profumo, Unicredit • P. Ridolfi, Cnipa • M. Ricolfi, Università di Torino • L. Rossi, Confindustria Emilia-Romagna • F. Roversi Monaco, Fondazione Carisbo • R. Rudic, Nazionale Usa pallanuoto • R. Ruggeri, Ruggeri & Partners • A. Sacchi, ACIMIT • M. Sal, Miguel Sal & C. • F. Salleo, ambasciatore • S. Salvemini, SDA Bocconi • E. Salzberger, University of Haifa • G. Santagata, Ulivo • C. Santiago, GE Energy Oil and Gas • J. Santos, Insead • M. Sarmenghi, Cofimp • S. Scaglia, Fastweb • R. Scazzieri, Università di Bologna • N. Serina, ST Microelectronics • J. Silvester, University of Southern California • A. Sironi, IBM • G. Sorce, Sviluppatore Samba • R. Soru, Tiscali • G. Squinzi, Federchimica • L. Spaventa, Consob • S. Sorce, Sviluppatore Samba • V. Spini, Camera dei Deputati • R.P. Spogli, Ambasciatore Americano in Italia • R. Stallman, Free Software Foundation • L. Stanca, Ministro per l'Innovazione e le Tecnologie • M. Taddia, direttore d'orchestra • G. Tamburi, Tamburi e Associati • A. Tantazzi, Borsa Italiana • G. Tarantini, Banca Akros • M. Telò, Università di Bari • S. Thexton, Macromedia Europe • G. Trequattrini, Banca d'Italia • A. Vacchi, IMA • R. Van den Bergh, Rotterdam Institute of Law and Economics • P. Vanti, IMA • S. Vassallo, Università di Bologna • G. Venturini, Slow Food • S. Visentini, IMA • N. Volpi, Permira • R. Wainwright, European Commission • R. Whish, King's College, London • P. Williamson, Insead • W. Wils, Legal Service European Commission • M. Zazzaro, Microsoft • P. Zegna, Ermenegildo Zegna Holditalia • M. Zollo, Insead.

CAREER MANAGEMENT

At the end of the three terms - starting in September - students take part in a two month internship program in companies, technology transfer offices of universities and research centres, law and consulting firms active in IP, international bodies.

Creating employability is a critical mission of Alma, which

devotes a systematic effort to career management, individual counseling, promotional events, building relationships with recruitment consultants and HR offices of large and medium enterprises.

Since its foundation, Alma has organized project works and internships in several companies, such as:

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