

RA53500 Technology Management / Spring 2009

Homework Assignment: Case 10

(Due 5/13 for Wednesday session; 5/14 for Thursday session)

Time Warner Inc. and the ORC Patents by Paul W. Beamish and John Adamson

(Case# 9B01M059)

1. What are the primary prerequisites for a successful patent licensing program?
2. Were Sony, Philips and the other manufacturers within their legal rights to refuse a license from ORC, or at least to first take their time in studying the issues involved?
3. If there was one decision that John Adamson made that you feel was wrong and if reversed could have made a difference, what was it?
4. Should start-up firms like ORC sue established manufacturing multinational corporations, or should they limit their focus to creating their own product manufacturing and marketing opportunities?
5. Can a start-up firm justify the funding of a research program if that program does not include an in-house manufacturing opportunity?
6. Given that Time Warner has mounted a very credible defense against ORC's claims of patent infringement and that ORC's entire licensing program may be at risk, should John Adamson now make a modest settlement with Time Warner, just to save the licensing program?