

Study Guide: Lab Dynamics

Readings:

HBS Case Study: "Langer Lab"

Science article, "Day in a Top-Flight Lab"

Many, perhaps most, biotechnology companies are "spun out" from academic laboratories. Today's session will explore processes by which university science is commercialized. It will explore the organization of academic laboratories and the incentive structures facing university scientists when deciding whether to commercialize their research.

Session objectives:

1. Please be prepared to summarize the organization of academic laboratories, and use this knowledge to summarize incentives and constraints facing professors surrounding technology commercialization processes.
2. By the end of the session, you should be able to recall rules and processes surrounding academic commercialization in the United States.
3. Please be prepared to think critically about the process of academic commercialization within the United States.

Study questions:

1. What, in your mind, accounts for Langer's success as a scientist?

I think that Langer's success as a scientist is attributed to his tenacity, instincts to surround himself with likeminded people and institutions, focus on improving the world with the part that he had control over, and his uncanny understanding of the importance, impact, and influence of the intersection between scientific discovery/invention and business-science. By filing for patents early, before publishing provided Langer with the security and freedom to pursue his research without the fear of his works being stolen and/or a competitor beating him to the producing the final product (or similar).

2. Science is often labeled as either "basic research" (conducted in universities) or "applied research" (conducted in companies). How would you characterize Langer's research?

I would characterize Langer's research as "real-world and industrial approaches to applied basic research."

3. The case study makes frequent mention of Langer's laboratory or 'lab'.
 - a. What are the primary goals of the lab?

The primary goals of the Langer's lab were to develop interfaces of biotechnology and material science fields, specifically in the areas of controlled

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Brendan G. Carr



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