

LIS 474OL: Competitive Intelligence Syllabus: Summer 2016

NOTE: This syllabus is not a contract. The instructor reserves the right to alter the course requirements and/or assignments based on new materials, class discussions, or other legitimate pedagogical objectives.

Class Meetings: Online; weekly live discussions [dates pending survey results].
Course E-Learning Site: <http://moodle.simmons.edu/course/view.php?id=12653> Moodle)
Please use your Simmons College log-in
Instructor: Cynthia Cheng Correia
Communication: By telephone or email
Off-Campus Telephone: 617.689.8877
E-mail: correiac@simmons.edu or ccorreia@knowledgeinform.com

When contacting me via email, please include a **clear subject line** so that I can more easily distinguish your messages from other messages that I receive. I am often more easily reached by phone during the day. **If your call is urgent or requires more than a quick/simple response, please telephone.**

Course Description (From Catalog)

Organizations and organizational units increasingly employ competitive intelligence (CI) to support decision-making, management, and to build and sustain competitive advantages. As the formal practice of CI has grown in adoption and sophistication, information professionals are often charged with intelligence-related responsibilities. This course examines competitive intelligence models, functions, & practices; the roles of information professionals in CI, and the management of CI. Discussion and practice topics include: intelligence ethical & legal considerations; identifying intelligence needs; intelligence project management, research methods, analysis, production, and dissemination; the uses of intelligence; intelligence sources and tools; managing the intelligence function; and the evolution of CI. A working knowledge of print and electronic business information sources is recommended.

Prerequisites:

- *LIS 404 -- Principles of Management*
or
LIS 406 -- Management of School Library Media Programs
or
LIS 442 -- Establishing Archives and Manuscript Programs
- *LIS 407 -- Reference/Information Services*

Or by permission of Instructor

Students wanting to develop their skills in this field are advised to take this course as an introduction to the CI profession, principles, and practices. This course is also designed for students who wish to understand and develop research, analysis, and management techniques aimed at supporting organizational competitiveness. Practice settings include corporations and not-for-profit environments, including academia.

Course Objectives and Learning Outcomes

This course is designed to achieve the following Student Learning Outcomes:

- Demonstrate knowledge of print and electronic information retrieval procedures. (2)
- Analyze, synthesize, and communicate information and knowledge in a variety of formats. (4)
- Recognize existing and potential problems in a workplace and devise strategies to resolve them. (5)
- Demonstrate leadership abilities. (8)
- Analyze information problems and develop solutions, drawing from a wide range of information technology tools and practices. (10)

In achieving these objectives, students will:

- Become conversant in competitive intelligence, strategic, and corporate/organization terms and concepts.
- Develop more in-depth knowledge of and anticipate issues impacting organizational effectiveness and competitiveness.
- Develop an awareness of issues and trends in the field of competitive intelligence, including research, analysis, and process management.
- Know how to take advantage of opportunities for information professionals in the field of competitive intelligence.
- Know the range of competitive intelligence tools & services; as well as how to evaluate, select, and use them effectively.
- Gain familiarity with competitive intelligence-related projects and deliverables.
- Identify and apply professional tools, news, and resources to gain awareness and build upon skills.
- Learn how to protect an organizations' competitive and knowledge assets from internal and external threats.
- Elevate problem solving through targeted analysis.

The course schedule below provides a broad outline of the topics we will cover. Our pace, progress, and -- to some extent -- student interest will shape the outcome of this course. Students are encouraged to **share questions, ideas, and issues** to help enrich the course content and build teamwork. **Please note that readings should be reviewed for the course week listed.** **Asynchronous online class discussions** that take place on Moodle will be based on the weekly recorded lecture, assigned readings, shared articles, and other material and topics introduced by either the instructor or students. **Live online class meetings** will be conducted every week via GoToMeeting. These sessions may be recorded, but this cannot be guaranteed. We will schedule these meetings via class vote using Doodle before the course start date. These meetings will involve discussions and may include a brief overview of topics and concepts. We may schedule supplemental meetings, attendance for which is not required. Online meeting details will be posted on Moodle for each respective week. **Recorded lectures** will also be posted for on Moodle for each respective week. **Please review these lectures before the end of the week and before you respond to questions I post on the discussion forum on Moodle.**

Weekly Course Schedule: June 13 – July 29

June 13 Welcome and Course Introduction: Syllabus, Readings, Expectations

[Part 1] CI Introduction: CI history, purpose, & value; roles of information & intelligence professionals; ethical & legal considerations

Readings:

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. Chapters 1, 13

Combs, Richard. Competitive Intelligence Handbook. Chapter 2
<http://www.combsinc.com/chapt2.htm>

Jordan, Jennifer and Sydney Finkelstein. "The Ethics of Competitive Intelligence." Tuck School of Business at Dartmouth, 2005. (business case 1-0095)
<http://mba.tuck.dartmouth.edu/pdf/2005-1-0095.pdf>

Kaminer, Ariel. "In-Flight Entertainment," The New York Times Magazine, October 21, 2011
<http://www.nytimes.com/2011/10/23/magazine/in-flight-entertainment.html>

Said, Carolyn. "Spying: Business as usual; Subterfuge seen as a gray area in world of corporate snooping," *San Francisco Chronicle*, Tuesday, September 12, 2006, Page D-1
http://articles.sfgate.com/2006-09-12/business/17309937_1_pretexting-phone-records-hp-chairwoman

Shu, Steve, "Musings on Conducting Competitive Intelligence Ethically," January 14, 2010.(blog post)
<http://steveshuconsulting.com/2010/01/musings-on-conducting-competitive-intelligence-ethically/>

Supplemental Reading: (for review)

Rothberg, Helen N. and G. Scott Erickson. *From Knowledge to Intelligence*. Chapter 12, pages 303-316 **E-RESERVE**

Sharp, Seena. *Competitive Intelligence Advantage: How to Minimize Risk, Avoid Surprises, and Grow Your Business in a Changing World*. Chapter 2 **E-RESERVE**

[Part 2] The Intelligence Process: purpose, functions, applications

Readings:

Herring, Jan. "Understanding the Intelligence Process," *Intelligence Insights*, volume 1, issue 2, May 2005, pp. 1, 6. (see link below)

Sawka, Ken. "Information vs. Intelligence," *Intelligence Insights*, volume 1, issue 2, May 2005, pp. 4-5.

Both articles available at: <http://ci.sla.org/wp-content/uploads/2011/08/IIMay05.pdf>

Knowledge inForm, Inc. *Competitive Intelligence Competencies*. (For review)
[POSTED ON MOODLE]

Correia, Cynthia. "From LIS to CI: Practices, Issues, and Recommendations,"
Information Outlook, January 2005.

*Available via the library's electronic resources (as well as via Factiva):
<http://bit.ly/1sKkWgS>

[Part 3] **Understanding & defining intelligence needs**

Assignment 1 Discussion

Readings:

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. **Chapter 3**

Sharp, Seena. *Competitive Intelligence Advantage: How to Minimize Risk, Avoid Surprises, and Grow Your Business in a Changing World*. **Chapter 6 E-RESERVE**

Herring, Jan. "Developing Effective KIT Action Plans," *Intelligence Insights*, volume 1, issue 4, October 2005.

<http://ci.sla.org/wp-content/uploads/2011/08/IIOct05.pdf>

Herring, Jan. "[Identifying Your Company's Real Intelligence Needs](#)," *SCIP.online*, volume 1, issue 35, July 14, 2003.

[POSTED ON MOODLE]

Supplemental Reading: (for review)

Sharp, Seena. *Competitive Intelligence Advantage: How to Minimize Risk, Avoid Surprises, and Grow Your Business in a Changing World*. **Chapter 7 E-RESERVE**

June 20 **LIVE Online Meeting: Monday, 6-7pm ET**
Assignment 1: CI Needs Definition Assignment Due (June 24th)

[Part 1] **Intelligence planning & project management**

Readings:

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. **Chapters 4-6**

Sharp, Seena. *Competitive Intelligence Advantage: How to Minimize Risk, Avoid Surprises, and Grow Your Business in a Changing World*. **Chapter 8 E-RESERVE**

Swanson, Jennifer. "[Project Management 101: Keeping Your Head Above Water](#),"
Competitive Intelligence Magazine, Vol. 09 No. 11, January/February 2006, pp. 13-16.

[POSTED ON MOODLE]

[Part 2]

Intelligence research: published source collection

Assignment 2 and Final Project Discussion

Readings:

Correia, Cynthia Cheng. [Know! Competitive Intelligence: Published Source Collection.](#) [LINK POSTED ON MOODLE]

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. Chapter 7

Sharp, Seena. *Competitive Intelligence Advantage: How to Minimize Risk, Avoid Surprises, and Grow Your Business in a Changing World*. Chapter 9 **E-RESERVE**

Naylor, Ellen. "Finding the Right People to Interview Through Secondary Research and Social Media," *Competitive Intelligence Magazine*, Vol. 13 No. 3, July/September 2011, pp. 29-33. [POSTED ON MOODLE]

Wilson, Toni & Dale Fehringer. "Converging Lines: How Social Media Is Changing Competitive Intelligence Collection," *Competitive Intelligence Magazine*, Vol. 15 No. 2, April/June 2012, pp. 72-75. [POSTED ON MOODLE]

Supplemental Reading: (for review)

Burwell, Helen P. *Online Competitive Intelligence: Increase Your Profits Using Cyber-Intelligence*. **RESERVE**

Carr, Margaret Metcalf and Reva Basch, eds. *Super Searchers on Competitive Intelligence: The Online and Offline Secrets of Top CI Researchers*. **RESERVE**

Connaughton, Sue Ann. "Freedom of Information: Beyond Federal FOIA," *Intelligence Insights*. February 2006 (pages 1, 6-7).
<http://ci.sla.org/wp-content/uploads/2011/08/IIFeb05.pdf>

Liebowitz, Jay. *Social Networking: The Essence of Innovation*. Scarecrow Press, 2007. **RESERVE**

Pacifici, Sabrina I. "Competitive Intelligence: A Selective Resource Guide." *LLRX.com*, November 20, 2005 (updated December 2015). <http://www.llrx.com/features/ciguide.htm>

[Part 3]

Intelligence research: human source collection

Readings:

Correia, Cynthia Cheng. [Know! Competitive Intelligence: Human Source Collection.](#) [LINK POSTED ON MOODLE]

Correia, Cynthia Cheng. "How Strong Is Your Human Network?," *Competitive Intelligence Magazine*, Vol. 15 No. 2, April/June 2012, pp. 35-40.

[POSTED ON MOODLE]

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. Chapters 8-9

Supplemental Reading: (for review)

Carr, Margaret Metcalf and Reva Basch, eds. *Super Searchers on Competitive Intelligence: The Online and Offline Secrets of Top CI Researchers*. Information Today, June, 2003. **RESERVE**

Naylor, Ellen. "Improve Your Collections Skills through Interviewing and Elicitation," (slide deck) February 27, 2013.
<http://www.slideshare.net/EllenNaylor/improve-collection-interviewing-elicitation-2013>

June 27

LIVE Online Meeting: Monday, 6-7pm ET
Assignment 2: CI Project Plan Assignment Due: July 5th
Final Project Progress Follow-Up

[Part 1]

Cognitive Biases and Perceptual Distortions

Readings:

Beck, Julie. "The Benefits of Getting Comfortable With Uncertainty," *The Atlantic*. October 9, 2015. <http://www.theatlantic.com/health/archive/2015/10/the-benefits-of-getting-comfortable-with-uncertainty/409807/>

Dahl, Melissa. "Knowing How You Decide is As Important As the Decision." *Science of Us*, November 10, 2015. <http://nymag.com/scienceofus/2015/11/knowning-how-you-make-decisions-is-important.html>

Dhami, Mandeep K., David R. Mandel, et al. "[Improving Intelligence Analysis With Decision Science](#)," *Perspectives on Psychological Science*, 10 (6), 753-757 [November 2015] **[POSTED ON MOODLE]**

Finney, Hal. "Quiz: Fox or Hedgehog?" *Overcoming Bias*, November 21, 2006. http://www.overcomingbias.com/2006/11/quiz_fox_or_hed.html

Shoemaker, Paul J. H. and Philip E. Tetlock. "[Superforecasting: How to Upgrade Your Company's Judgment](#)," *Harvard Business Review*, May 2016. **[POSTED ON MOODLE]**

Swanson, Ana. "How to Predict the Future Better Than Anyone Else," *The Washington Post*, 4 January, 2016.
<https://www.washingtonpost.com/news/wonk/wp/2016/01/04/how-to-predict-the-future-better-than-everybody-else/>

Voss, Jason. "Daniel Kahneman: Psychology for Behavioral Finance," *Enterprising Investor*, May 14, 2012. <https://blogs.cfainstitute.org/investor/2012/05/14/daniel-kahneman-psychology-for-behavioral-finance/>

Supplemental Material: (for review)

Samson, Alain, Ed. *The Behavioral Economics Guide 2015* (with an introduction by Dan Ariely). **[POSTED ON MOODLE]**

[Part 2]

Intelligence analysis (1)

Readings:

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. **Chapter 10**

Fleisher, Craig S. and Babette Bensoussan. *Business and Competitive Analysis*. **Chapters 1-3, (5)** **E-RESERVE**

OR

Fleisher, Craig S. and Babette Bensoussan. *Strategic and Competitive Intelligence Analysis*. **Chapters 1-2, (3)** **RESERVE**

Fleisher, Craig S. and Babette Bensoussan. *Strategic and Competitive Intelligence Analysis*. **Chapters 2, (3), 8, (16, 17)** **RESERVE**
[Chapters 2, 8 also POSTED ON MOODLE]

Supplemental Reading: (for review)

Fleisher, Craig S. and Babette Bensoussan. *Business and Competitive Analysis: Effective Application of New and Classic Methods* **RESERVE**

Marcet, Rick. *Win/Loss Reviews: A New Knowledge Model for Competitive Intelligence*. **RESERVE**

Porter, Michael E. *Competitive Strategy* **RESERVE**

Kaplan, Robert S. "When Benchmarks Don't Work," *HBS Working Knowledge*, Harvard Business School. January 9, 2006. <http://hbswk.hbs.edu/item/5158.html>

Stauffer, David. "Best Practices for Benchmarking," *HBS Working Knowledge*, Harvard Business School. October 27, 2003. <http://hbswk.hbs.edu/archive/3746.html>

July 4

LIVE Online Meeting: Monday, 6-7pm ET

[Part 1]

Intelligence analysis (2)

Readings:

Fleisher, Craig S. and Babette Bensoussan. *Strategic and Competitive Intelligence Analysis*. Chapters 6, 7, 8 **RESERVE**

OR

Fleisher, Craig S. and Babette Bensoussan. *Business and Competitive Analysis*. Chapters 6, (16), 17 **E-RESERVE**

Kahneman, Daniel. "We're Blind to Our Blindness. We have very little idea of how little we know. We're not designed to," *The Independent*, November 24, 2011.

<http://www.independent.co.uk/arts-entertainment/books/features/were-blind-to-our-blindness-we-have-very-little-idea-of-how-little-we-know-were-not-designed-to-6267089.html>

Kinsinger, Paul. "Corporate Strategies and Knowledge Negligence," *Competitive Intelligence Magazine*, Vol. 13 No. 2, April/June 2010, pp. 32-35.

[POSTED ON MOODLE]

Supplemental Reading: (for review)

Fleisher, Craig S. and Babette Bensoussan. *Business and Competitive Analysis: Effective Application of New and Classic Methods* **RESERVE**

Porter, Michael E. *Competitive Strategy* **RESERVE**

Marcet, Rick. *Win/Loss Reviews: A New Knowledge Model for Competitive Intelligence*. **RESERVE**

[Part 2]

Intelligence Analysis (3)

Readings:

Heuer, Richard J., Jr. *Psychology of Intelligence Analysis*. **Part II, Chapters 4-8.**

HTML: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/psychology-of-intelligence-analysis/index.html>

or

PDF: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/psychology-of-intelligence-analysis/PsychofIntelNew.pdf>

Supplemental Material: (for review)

Fleisher, Craig S. and Babette Bensoussan. *Business and Competitive Analysis*. **Chapter 7**

RESERVE

Analysis of Competing Hypotheses (ACH) Software:

<http://www2.parc.com/istl/projects/ach/ach.html>

July 11

LIVE Online Meeting: TBD

[Part 1]

Packaging & delivering intelligence products

Reading: Intelligence Product

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. **Chapter 11**

Fleisher, Craig S. and Babette Bensoussan. *Strategic and Competitive Intelligence Analysis*. **Chapter 4** **RESERVE**

Competia.com. "How to Build a Competitor Profile." *PowerHomeBiz.com*, original article published May 6, 2004: <http://www.powerhomebiz.com/marketing-tips/competitive-analysis/build-competitor-profile.htm>

Garvin, David A. and Michael A. Roberto. "What You Don't Know About Making Decisions," *HBS Working Knowledge*, Harvard Business School. October 15, 2001. <http://hbswk.hbs.edu/item/2544.html>

[Part 2]

The Intelligence Program

Readings: Intelligence Program

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. **Chapter 2**

Kalb, Clifford and Jan Herring. "Selecting the Right Competitive Intelligence Organizational Model," *Competitive Intelligence Magazine*, Vol. 15 No. 1, January/March 2012, pp. 22-36.

[POSTED ON MOODLE]

Powell, Tim. "Bottom-Line Intelligence: How to Increase Your Intelligence ROI" 2009 (online presentation) <http://www.knowledgeagency.com/content/bottom-line-intelligence>

* **Please note:** Although this presentation contains promotions of The Knowledge Agency's services and some of the tools are more advanced, please focus on the recommendations about value creation and return on investment (ROI).

July 18 **LIVE Online Meeting: Monday, 6-7pm ET**

Final Project Progress Follow-Up

[Part 1] **Knowledge management in intelligence**

Readings:

Rothberg, Helen N. and G. Scott Erickson. *From Knowledge to Intelligence*. **Chapters 1-3, (4-6)** **E-RESERVE**

Aron, Laurie Joan. "Managing to Learn: How Companies Can Turn Knowledge into Action," *HBS Working Knowledge*, November 13, 2000.
<http://hbswk.hbs.edu/item/1777.html>

Supplemental Reading: (for review)

Waltz, Edward. *Knowledge Management in the Intelligence Enterprise* **RESERVE**

Bouthillier, France. *Assessing Competitive Intelligence Software: A Guide to Evaluating CI Technology*. Information Today, 2003. **RESERVE**

Taib, Khairul Mizan, et al. Knowledge Management and Competitive Intelligence: A Synergy for Organizational Competitiveness in the K Economy. *Communications of the IBIMA*, 6(5), 25 – 34. (2008)
<http://www.ibimapublishing.com/journals/CIBIMA/volume6/v6n5.pdf>

[Part 2] **Defensive intelligence**

Readings:

Rothberg, Helen N. and G. Scott Erickson. *From Knowledge to Intelligence*. **Chapter 10, pages 257-282** **E-RESERVE**

Tyson, Kirk. *The Complete Guide to Competitive Intelligence*. **Chapter 12**

Fowler, Geoffrey A., "What's a Company's Biggest Security Risk? You.," *The Wall Street Journal*, September 26, 2011.
<http://online.wsj.com/article/SB10001424053111904836104576556421692299218.html>

Wallis, David. "Taking Business in Flight? Be Careful," *The New York Times*, May 2, 2012. <http://www.nytimes.com/2012/05/03/business/taking-business-calls-on-the-train-watch-what-you-say.html>

Watson, Thomas. "Spies Like Them," *Canadian Business*, October 20, 2011.
<http://www.canadianbusiness.com/business-strategy/spies-like-them/>

July 25

LIVE Online Meeting: Monday, 6-7pm ET
Final Project/Presentations Due August 1st
Final Project Debriefs & Peer Feedback Due August 8th

**CI Wrap-up: Intelligence evolutions & trends, Future of CI, & Staying Abreast of
Developments**
Final Project Debriefs
Evaluation

Course Readings

Assigned readings are listed above for each class. Based on industry and professional developments, additional material may be announced and listed on Moodle.

REQUIRED TEXTS:

Correia, Cynthia Cheng. *Know! Competitive Intelligence: Human Source Collection*. Know!Books: The Competitive Intelligence Series. Knowledge *inForm*: Know!Book Press (2005). ISBN: 1-933884-00-2.

[**DO NOT PURCHASE:** e-book available via Simmons College Libraries' Gale Virtual Reference Library subscription] To retrieve all available sections, please use advance search for Publication Title: "know! competitive intelligence".

Correia, Cynthia Cheng. *Know! Competitive Intelligence: Published Source Collection*. Know!Books: The Competitive Intelligence Series. Knowledge *inForm*: Know!Book Press (2005). ISBN: 1-933884-01-0.

[**DO NOT PURCHASE:** e-book available via Simmons College Libraries' Gale Virtual Reference Library subscription] To retrieve all available sections, please use advance search for Publication Title: "know! competitive intelligence".

Tyson, Kirk W. M. *The Complete Guide to Competitive Intelligence*. Leading Edge Publications (5th edition, 2012). [**Please see additional instructor's instructions to acquire text at significant discount.] 4th edition (2006) on Reserve**

Reserve Readings (Books/Monographs)

For students who are located on the Main Campus, the following texts are on Reserve under the course number LS474 at the Beatley Library Circulation Desk. Additional material placed on reserve will be announced and linked from Moodle. . Please note that for some of these texts, **E-Reserves** are available and are labeled as such in the reading assignments, above. Students who do not have access to the Simmons College reserve are advised to acquire these texts from their campus library. Student may wish to purchase texts marked with an asterisk (*).

Bensoussan, Babette. *Analysis Without Paralysis: 10 Tools to Make Better Strategic Decisions*. FT Press 2008. Reserve: [HD38.7 .B4555 2008](#)

Bouthillier, France. *Assessing Competitive Intelligence Software: A Guide to Evaluating CI Technology*. Information Today, 2003. Reserve: [HD38.7 .B684 2003](#)

Burwell, Helen P. *Online Competitive Intelligence: Increase Your Profits Using Cyber-Intelligence*. Facts on Demand Press, 1999. Reserve: [HD38.7 .B86 1999](#)

Carr, Margaret Metcalf and Reva Basch, eds. *Super Searchers on Competitive Intelligence: The Online and Offline Secrets of Top CI Researchers*. Information Today, June, 2003. Reserve: [HD38.7 .C37 2003](#)

* Fleisher, Craig S. and Babette Bensoussan. *Strategic and Competitive Intelligence Analysis: Methods and Techniques for Analyzing Business Competition*. Prentice Hall, 2002. ISBN: 0130888524.
Reserve: [HD38.7 .F58 2003](#)

OR

* Fleisher, Craig S. and Babette Bensoussan. *Business and Competitive Analysis: Effective Application of New and Classic Methods*. FT Press, 2007. ISBN: 0131873660 Reserve: [HD38.7 .F575 2007](#)
[Also E-Reserve]

Fuld, Leonard M. *The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information About Your Competitors*. John Wiley, 1995. Reserve: [HD38.7 .F863 1995](#)

Gilad, Benjamin. *Business Blindspots: Replacing Myths, Beliefs and Assumptions with Market Realities*. Infonortics, Ltd, 1996. Reserve: [HD41 .G56 1996](#)

Gilad, Benjamin. *Early Warning: Using Competitive Intelligence to Anticipate Market Shifts, Control Risk, and Create Powerful Strategies*. AMACOM, 2004. Reserve: [HD61 .G533 2004](#)

Electronic version: <http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=nlebk&AN=100153&site=ehost-live>

Lane, Carol A. *Naked in Cyberspace: How to Find Personal Information Online*. CyberAge Books, 2002. Reserve: [JK2445.P82 L36 2002](#)

Liebowitz, Jay. *Social Networking: The Essence of Innovation*. Scarecrow Press, 2007. Reserve: [HM786 .L54 2007](#)

Marcet, Rick. *Win/Loss Reviews: A New Knowledge Model for Competitive Intelligence*. John Wiley & Sons, 2011. Reserve: [HF5415 .I3.M3437 20011](#)

Miller, Jerry P., ed. *Millennium Intelligence: Understanding and Conducting Competitive Intelligence in the Digital Age*. CyberAge Books, 2000. Reserve: [HD38.7 .M55 2000](#)

Porter, Michael E. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press, 1998. ISBN: 0684841487.

Reserve: [HD41 .P67 1998](#) Older editions available in the library: [HD41 .P668 1985](#).

* Rothberg, Helen N. and G. Scott Erickson. *From Knowledge to Intelligence: Creating Competitive Advantage in the Next Economy*. Butterworth-Heinemann, 2004. ISBN: 0750677627.

Reserve: [HD30.2 .R6648 2005](#) [Also E-Reserve]

Sharp, Seena. *Competitive Intelligence Advantage: How to Minimize Risk, Avoid Surprises, and Grow Your Business in a Changing World*. John Wiley & Sons, 2009. Reserve: [HD38.7 .S486 2000](#)

Tetlock, Philip E. and Dan Gardner. *Superforecasting: The Art and Science of Prediction*. Crown, 2015. [Ordered]

Waltz, Edward. *Knowledge Management in the Intelligence Enterprise*. Artech House Publishers, 2003. ISBN: 1580534945. Reserve: [UB250 .W33 2003](#)

Additional Readings

The following material are good resources:

Heuer, Richard J., Jr. *Psychology of Intelligence Analysis*. U.S. Government Printing Office (November 1999). ISBN: 0160590353. Also online at:

HTML: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/psychology-of-intelligence-analysis/index.html>

or

PDF: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/psychology-of-intelligence-analysis/PsychofIntelNew.pdf>

Simmer, Ron V., "Competitive Intelligence Patent Searching Lab & Exercise." Licensing Executive Society USA & Canada, Inc, 2001

<http://www.patex.ca/pdf/CH5-CILabExRevB.pdf>

Other Recommended Resources (more will be announced in class or via Moodle)

Decision Intelligence

<http://decisionintel.org/>

Features posts from CI thought leaders, "Fellows First Friday" (question of the month from a Competitive Intelligence Fellow), and resources.

Journal of Intelligence Studies in Business (JISB)

<https://ojs.hh.se/index.php/JISIB/index>

Peer-reviewed open access journal and LinkedIn Group

SLA CI Division

<http://ci.sla.org/>

Discussion list, LinkedIn group, Archive of *Intelligence Insights* (bulletin), conference sessions, etc.

Sources and Methods

<http://sourcesandmethods.blogspot.com>

Thought-provoking blog of Kristan Wheaton, Associate Professor of Intelligence Studies at Mercyhurst College. Content ranges from intelligence-related news, issues, tools, resources, as well and insights and opinions from Wheaton and community members.

Strategic and Competitive Intelligence Professionals (SCIP)

www.scip.org

Competitive Intelligence Magazine, LinkedIn groups, introductory resources, conference information, etc.

Course Evaluation and Expectations

Class Participation: This course incorporates examinations & discussion of lecture topics, cases, current developments, as well as exchange of ideas. To support a richer course experience and build a team-based environment, you are expected to participate in discussions and activities, including class discussions, of which there will be two types:

1. Forums on the e-learning site(Moodle)

I will post questions for your consideration each week. These discussions will be text-based, asynchronous and involve weekly class lectures, readings, as well as topics and material introduced by the instructor and students. Weekly participation is mandatory and will be evaluated according to the following scale:

5	=	100	=	Excellent
4	=	90	=	Very good
3	=	80	=	Good
2	=	70	=	Average
1	=	60	=	Unsatisfactory
0	=	0	=	Disappointing or no credit

For your reference, I will post a detailed discussion rubric on Moodle.

The forum and the live discussion participation comprise the 20% that make up class participation portion of your overall grade.

Students should be prepared to contribute multiple questions and commentary, and engage their peers. The instructor's assessment will be based on the **quality and thoughtfulness** of students' contributions and not on the posts' volume, length, or degree of conformity to the instructor's positions or comments. The rubric for the discussion forum evaluations will be posted in the Moodle course page.

Your weekly discussion score will be based on the maximum score you receive from your contributions in each discussion forum. If there are multiple discussions forums for a given week, your score will be the average of the score you receive for each discussion. (Please note that discussions may be composed of multiple threads.) **Discussion submissions are due by the end of the day, your local time at the end of each course week (i.e. Sunday).** You may submit an unlimited number of follow-up posts to the forum after this time; however your primary post(s) are expected during the week specified in the syllabus. Students are also encouraged to post topics on their own.

2. Live online meetings

These discussions are designed to foster team-building, help elicit the sharing and capture of tactic knowledge, and to facilitate learning. The sessions will be conducted via GoToMeeting each week. Specific instructions will be emailed or posted on Moodle. Please be prepared to contribute questions and share comments. **You are required to attend and contribute to a minimum 3 online meetings.** For meetings that you miss, you are required to listen to the discussion recording and participate in the Moodle forum for that meeting's follow-up. We will attempt to record sessions for review; however, given the nature of technology, recordings cannot be guaranteed. Changes to meetings will be posted on Moodle.

To accommodate the schedules of the majority of students, we will schedule meetings based on the results of a class survey. The dates will be posted in this space when at the end of the survey.

We may schedule additional non-mandatory meetings based on demand.

Assignments: The following graded assignments are due at the **first day** of the week specified. Additional details will be provided in class. You are advised to begin the projects as early as possible, after receiving the detailed instructions. Please use the techniques and principles covered in this class, as well as creativity.

Assignment 1: CI Needs Definition

For scenario(s) that will be provided you, please outline Key Intelligence Topics, Key Intelligence Questions, other deliverables requirements, as well as any outstanding/additional factors you need/would like to understand and how you would do so. Please submit your definitions concisely in the Assignment Module that will be create in Moodle, being sure to address each element thoughtfully. **DUE JUNE 24th**

Assignment 2: CI Project Plan

Working in pairs or in teams (configuration TBD) please select a Key Intelligence Topic (you may define one for an actual situation, with instructor approval, or select a hypothetical one from the samples the Instructor will provide). For this topic, please define the Key Intelligence Questions, outline a plan for executing the CI project, as well as the appropriate type(s) of deliverable. More details to follow. **DUE JULY 5th**

Final Project/Presentation: CI Research & Analysis

Working in the same pairs or teams as in Assignment 2, please execute the CI project plan you outlined in Assignment 2. This will involve conducting literature research, human source collection, analysis, and providing recommendations. Your deliverables will include an executive summary, report, related notes, as well as how you anticipate your client to respond. Be clear and concise in your delivery, focusing on the salient matters and supporting your conclusions. More details to follow. Please be prepared to deliver your findings, conclusions, and lessons learned via a class presentation. I will announce further details as the semester progresses. **DUE August 1st**

Grading: Assignments will be evaluated and grades issued along a scale from 0-100, For your reference, numeric scores correspond to the following letter grades:

Percentile/Score	Letter Grade
93-100	A
90-92.9	A-
87-89.9	B+
83-86.9	B
80-82.9	B-
77-79.9	C+
73-76.9	C
70-72.9	C-
67-69.9	D+
63-66.9	D
60-62.9	D-
0-59.9	F

Your final discussion forum and participation scores will also be converted into these numeric scores when calculating your final grade.

Final Grades will be assigned according to the college grading system and calculated based on the following:

Class Participation	20%
Assignment 1: CI Needs Definition	20%
Assignment 2: CI Project Plan	20%
Final Project/Presentation	40%

Final Course grades will be calculated according to the following scale, as used by GSLIS:

A = 4.00	B- = 2.67	D+ = 1.33
A- = 3.67	C+ = 2.33	D = 1.00
B+ = 3.33	C = 2.00	D- = 0.67
B = 3.00	C- = 1.67	F = 0.00

Please note that, although you will find the Moodle calculates grade percentages for assignments, I do not use Moodle to calculate grades, in order to be consistent with the above scale and to have more flexibility in calculating and projecting grades, as students sometimes request.

Late deliverables for assignments will be penalized one grade step for each day. Students are also expected to abide by the college **Honor Code**. Academic dishonesty is unacceptable and will result in the failure of the course and possible dismissal from the program. For more information regarding the Honor Code, please visit: <http://internal.simmons.edu/students/slis/current/honor-code>.

Simmons College complies with the **American with Disabilities Act** and **Section 504 of the Rehabilitation Act**. Any student who may require an accommodation under such provisions should contact me as soon as possible and no later than the end of the first week of classes or as soon as you become aware. No retroactive accommodations will be provided in this class. Reasonable accommodations will be provided for students with documented physical, sensory, systemic, cognitive, learning, and psychiatric disabilities. If you have a disability and anticipate that you will need reasonable accommodation in this class, it is important that you contact the Director of the Academic Support Center, at 617.521.2471 early in the semester. Students with disabilities are also encouraged to contact their instructors to discuss their individual needs for accommodations.

The Academic Support Center provides writing tutors and those who will help students with learning challenges. If you have a disability and anticipate that you will need a reasonable accommodation in this class, it is important that you contact the Director of the Academic Support Center, at 617.521.2471 early in the semester.