

LIS 530M: Competitive Intelligence Syllabus: Spring 2009

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: Thursday, 6pm-9pm, Room P415
Instructor: Cynthia Cheng Correia
Office Hours: After class and by appointment
Campus Office: (TBA)
Off-Campus Telephone: 617.479.7862 (**Knowledge inForm**, Inc.)
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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. **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*
- *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)

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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, snow days, 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 class meeting listed.**

Course Schedule (14 Meetings)

January 29 **Welcome and Course Introduction: Syllabus, Readings, Expectations Survey**
CI Introduction: CI history, purpose, & value; roles of information & intelligence professionals; ethical & legal considerations

Readings:

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

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

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>

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://www.sfgate.com/cgi-bin/article.cgi?file=/chronicle/archive/2006/09/12/BUGO6L3JI11.DTL>

February 5 **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://units.sla.org/division/dci/Insights/IIMay05.pdf>

Knowledge inForm, Inc. *Competitive Intelligence Competencies*. (For review, to be distributed)

Correia, Cynthia. "From LIS to CI: Practices, Issues, and Recommendations," *Information Outlook*, January 2005.
<http://www.sla.org/ebrary/index.cfm?docID=10072168&page=40>

Buckingham, Chris. "The Seven Deadly Sins of the Information Professional," *SCIP.online*, volume 1 issue 11, June 18, 2002.
http://www.imakenews.com/scip2/e_article000074399.cfm

Sandman, Michael. "The Seven Deadly Sins of Intelligence Professionals," *SCIP.online*, volume 1 number 19, November 8, 2002.
http://www.imakenews.com/scip2/e_article000106056.cfm

February 12 Understanding & defining intelligence needs

Assignment 1 Discussion

Readings:

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

Herring, Jan. "Developing Effective KIT Action Plans," *Intelligence Insights*, volume 1, issue 4, October 2005.
<http://units.sla.org/division/dci/Intelligence%20Insights/IIOct05.pdf>

Herring, Jan. "Identifying Your Company's Real Intelligence Needs," *SCIP.online*, volume 1, issue 35, July 14, 2003.
http://www.imakenews.com/scip2/e_article000166628.cfm

February 19 Intelligence planning & project management

Readings:

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

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

February 26 Intelligence research: published source collection

Assignment 2 and Final Project Discussion

CI Needs Definition Assignment Due

Readings:

Correia, Cynthia Cheng. *Know! Competitive Intelligence: Published Source Collection*.

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

Carpe, David. "Direct pathways to human sources via the Internet," *SCIP.Online*, Vol. 1 No. 16, September 2, 2002. http://www.imakenews.com/scip2/e_article000093419.cfm

Connaughton, Sue Ann. "Freedom of Information: Beyond Federal FOIA," *Intelligence Insights*. February 2006 (pages 1, 6-7).
<http://units.sla.org/division/dci/Insights/IIIFeb05.pdf>

Supplemental Reading: (for review)

Burwell, Helen P. *Online Competitive Intelligence: Increase Your Profits Using Cyber-Intelligence*. Facts on Demand Press, 1999. **RESERVE**

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**

Lane, Carol A. *Naked in Cyberspace: How to Find Personal Information Online*. CyberAge Books, 2002. **RESERVE**

Pacifici, Sabrina I. and Donna Cavallini. "Competitive Intelligence: A Selective Resource Guide." *LLRX.com*, November 20, 2005 (updated June 25, 2007).
<http://www.llrx.com/features/ciguide.htm>

March 5 Intelligence research: human source collection

Readings:

Correia, Cynthia Cheng. *Know! Competitive Intelligence: Human Source Collection*.

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**

March 12 SPRING BREAK

March 19 Packaging & delivering intelligence products

Readings:

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

March 26 Intelligence analysis

Readings:

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

Fleisher, Craig S. and Babette Bensoussan. *Strategic and Competitive Intelligence Analysis*. **Chapters 2, (3), 8, (16, 17)** **RESERVE**

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**

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>

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>

April 2 Intelligence analysis

Final Project Progress Follow-Up

CI Project Plan Assignment Due

Readings:

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

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**

April 9 Intelligence Analysis

Readings:

Heuer, Richard J., Jr. *Psychology of Intelligence Analysis*. (See Additional Readings, below, for URL)

April 16 The Intelligence Program

Readings:

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

Fiora, Bill. "CI Survival: Making CI Pay Off," *SCIP.online*, volume 1, issue 22, January 8, 2003. http://www.imakenews.com/scip2/e_article000115042.cfm

April 23 **Knowledge management in intelligence**

Readings:

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

Aurora WDC. *The Aurora WDC 2004 Enterprise Competitive Intelligence Software Portals Review*. May 2004. **[DISTRIBUTED BY INSTRUCTOR]**

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

April 30 **Defensive intelligence**

Readings:

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

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

May 7 **Final Project/Presentations**
CI Wrap-up: Intelligence evolutions & trends, Future of CI, & Staying Abreast of Developments
Evaluations

Course Readings

Assigned readings are listed above for each class. Based on industry developments, additional material may be announced and listed on Vista. All readings are on reserve or linked from Vista.

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]

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]

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

Reserve Readings (Books/Monographs)

The following texts are on Reserve under the course number LS454.02 at the Beatley Library Circulation Desk. Additional material placed on reserve will be announced in class.

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](#)

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](#)

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

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

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](#)

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

Additional Readings

The following text(s) is/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>

Other Recommended Resources (more will be announced in class or via email/class wiki)

SLA CI Division <http://units.sla.org/division/dci/cihome.htm>
Intelligence Insights (bulletin), discussion list, Wiki, conference sessions, etc.

Society of Competitive Intelligence Professionals (SCIP) www.scip.org
Competitive Intelligence Magazine, SCIP.online, introductory resources, conference information, etc.

Course Evaluation and Expectations

Class Attendance & Participation: This course incorporates examinations & discussion of lecture topics, cases, current developments, as well as exchange of ideas. To support a richer classroom experience and build a team-based environment, you are expected to attend each class meeting and participate in discussions and activities. Should you miss a class, you are expected to obtain class notes and assignments.

Assignments: The following graded assignments are due at the **start** of the class meeting 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 in a concise Word document, being sure to address each element thoughtfully. **DUE FEBRUARY 26th**

Assignment 2: CI Project Plan

Working in pairs, 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 APRIL 2nd**

Final Project/Presentation: CI Research & Analysis

Working in pairs or teams (configuration TBD), 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 on **MAY 7th**.

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

Class Attendance & Participation	10%
Assignment 1: CI Needs Definition	25%
Assignment 2: CI Project Plan	25%
Final Project/Presentation	40%

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://my.simmons.edu/gslis/resources/student-info/honor-code.shtml>.

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.