

LIS 530M: Competitive Intelligence Syllabus: Spring 2011

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; biweekly (fortnightly) live discussions alternating between Tuesdays and Fridays, except May 3rd. Additional live meeting sessions may be scheduled, based on demand.

Course E-Learning Site: <http://gslis.simmons.edu/moodle/my/index.php> (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. **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)

www.simmons.edu/gslis/about/mission.shtml

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 other week using an online meeting tool to be announced. 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. **Weekly 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 weekly questions I post on the discussion forum on Moodle.**

Course Schedule

January 24 **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/BUGQ6L3JI11.DTL>

January 31 **The Intelligence Process: purpose, functions, applications**

LIVE Online Meeting: Friday, February 4, Noon-1pm

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> [Members Only]

* For non-SLA members, this article is also available via the library's electronic resources (as well as via Factiva):

<http://0-vnweb.hwwilsonweb.com.library.simmons.edu/hww/jumpstart.jhtml?recid=0bc05f7a67b1790e0df0e5347ba8f6b27047dea3539f7f287a53e51a421a80baf13f80f59fdef4d0&fmt=C>
Correia, C. C. From LIS to CI: Practices, Issues, and Recommendations. *Information Outlook* v. 9 no. 1 (January 2005) p. 38-41

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 7 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/Insights/IOct05.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 14 Intelligence planning & project management

LIVE Online Meeting: Tuesday, February 15, 5-6pm

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 21 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/IIFeb05.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. "Competitive Intelligence: A Selective Resource Guide." *LLRX.com*, November 20, 2005 (updated October 11, 2009).
<http://www.llrx.com/features/ciguide.htm>

February 28 **Intelligence research: human source collection**

LIVE Online Meeting: Friday, March 4, Noon-1pm

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 7 **SPRING BREAK**

March 14 **Intelligence analysis**

LIVE Online Meeting: Tuesday, March 15, 5-6pm

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>

March 21 **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**

March 28 **Intelligence Analysis**

LIVE Online Meeting: Friday, April 1, Noon-1pm

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>

April 4 **Packaging & delivering intelligence products**

Reading: Intelligence Product

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

April 11 **The Intelligence Program**

LIVE Online Meeting: Tuesday, April 12, 5-6pm

Readings: Intelligence Program

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 18 **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 25 **Defensive intelligence**

LIVE Online Meeting: Friday, April 29, Noon-1pm

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 2

Final Project/Presentations

LIVE Online Meeting: Tuesday, May 3, 5-6pm

**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 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]

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 (4th edition, 2006). [Please see additional instructor's instructions to acquire text at significant discount.] Reserve

Reserve Readings (Books/Monographs)

For students who are located on the Main Campus, the following texts are on Reserve under the course number LS465 at the Beatley Library Circulation Desk. Additional material placed on reserve will be announced and linked from Moodle. 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 (*).

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 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 = Excellent
- 4 = Very good
- 3 = Good
- 2 = Average
- 1 = Unsatisfactory
- 0 = Disappointing or no credit

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 frequency, length, or degree of conformity of your contributions. Your discussion grade 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 on the Sunday of each week. 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 Elluminate meeting software every other week (specific instructions will be emailed or posted on the course Moodle). Please be prepared to contribute questions and share comments. We will attempt to record sessions for review and for students who are not able to attend; however, given the nature of technology, recordings cannot be guaranteed. **You are required to attend and contribute to a minimum of 4 online meetings.** Changes to the meetings will be posted in the course Moodle.

To accommodate the schedules of the majority of students, meetings will be held alternately on **Fridays, from Noon-1pm**, and **Tuesdays, from 5-6pm**, beginning on February 4th:

- Friday, February 4, Noon-1pm
- Tuesday, February 15, 5-6pm
- Friday, March 4, Noon-1pm
- Tuesday, March 15, 5-6pm
- Friday, April 1, Noon-1pm
- Tuesday, April 12, 5-6pm
- Friday, April 29, Noon-1pm
- Tuesday, May 3, 5-6pm

We may schedule additional 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 in a concise Word document, being sure to address each element thoughtfully. **DUE FEBRUARY 21st**

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 MARCH 21st**

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 MAY 2nd**

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%

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://www.simmons.edu/gslis/resources/honor.php>.

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.