Katz Graduate School of Business
University of Pittsburgh

Competitive Intelligence - BSEO 2525
Syllabus and Course Instructions

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Competitive intelligence has a mystical allure shrouded in the romance of spying. As such executives have responded in a variety of ways ranging from keeping a healthy distance from competitive intelligence for fear of being accused of espionage to naively embracing the tenets of Sun Tzu. (John E. Prescott, February 2004)

Course Description:

   Competitive intelligence is an **art** (Intelligence Driven Strategizing™), **science** (analytical techniques) and **craft** (learning from experiences of managing and doing CI). An effective competitive intelligence program (CIP) is one of the foundations on which strategies and tactics are built, assessed and modified. I define CIPs in the following manner.

> A **competitive intelligence program** entails a continuously evolving integration of both formalized and informal processes by which organizational members acquire, assess, disseminate and use key trends, emerging discontinuities, the evolution of industry value networks, and the intentions, capabilities and behaviors of current and potential competitors to assist in formulating and implementing strategy and tactics.

Competitive intelligence is defined as:

> Process of developing actionable foresight regarding competitive dynamics that can be used to enhance the *speed and quality of decision making.*

Actionable foresight is the result of the:

> Collection and analysis of information and the dissemination of contextualized intelligence products/services to intelligence users on a timely basis

Competitive dynamics include:

> Institutional nonmarket factors, industry evolution, competitor rivalry, potential competitors, ones own organization and the individuals making key decisions in those organizations.

> *This course focuses on how to design a CIP and produce actionable intelligence. The methods of intelligence collection, analysis, dissemination, and counterintelligence are framed in a global context.*

<u>Evaluation and Criteria for Class Activities</u>：

Student requirements include a course project, in-class quizzes, development of an intelligence quote and participation. **The final project is due the last day of class but there are deliverables along the way.** The project, described beginning on page 3 of the syllabus will be the core project. **Teams of 4 to 5 individuals can organize for the project.**

1. **<u>Project</u>** – (50 %) See the criteria and assessment metrics in the project description below. Project selection is due **<u>March 19</u>**.

2. **<u>Participation</u>** – (15 %) The participation grade is based on perceived quality of contributions to the class discussion and in-class group or individual exercises. I consider questions, comments, alternative view points, etc. all part of participation.

3. **<u>Quizzes</u>** – (20%) There will be five (5) quizzes based on material from the previous week. Your best 4 count for the 20%. They will be straight-forward questions. A study guide will be on BlackBoard. The quizzes will be administered at the end of the class. No make-up quizzes.

4. **<u>Intelligence Quote</u>** – (15 %) Based on the class and reading materials develop your own competitive intelligence quote. **For example**, the quote below is one I developed. **<u>Due date is April 16.</u>**

Competitive intelligence has a mystical allure shrouded in the romance of spying. As such executives have responded in a variety of ways ranging from keeping a healthy distance from competitive intelligence for fear of being accused of espionage to naively embracing the tenets of Sun Tzu. (John E. Prescott, February 2004)

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Grading Guidelines for Masters Programs*

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The faculty of the Katz School has adopted the following grading guidelines for all required and elective courses within the various Masters Programs. These guidelines are intended to provide a benchmark for all teaching faculty, so that they can make informed judgments about the grades assigned in core and elective courses.

The median grade for core courses should be about a B+. The median grade for an elective might be slightly higher. "Guidelines" for the grading distribution of MBA courses (required and elective) are the following.

Grade	Recommended Distribution
A+, A and A-	30-40%
B+ and B	55-65%
B- and below	5-15%

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and the Office of Disability Resources and Services, 216 William Pitt Union, 412-648-7890/412-383-7355 (TTY) as early as possible in the term. DRS will verify your disability and determine reasonable accommodations for this course.

Class Project: Predicting the Fate of Firms and Industries

This project is based on the book "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004 **(a copy of the book are on reserve in the Katz library)**

Industries evolve and often innovation plays a major role. In the "Seeing What's Next" book, Clayton Christensen and colleagues provide a set of frameworks and theories in the field of innovation that assist in predicting how industries evolve and the firms that will survive. There are four parts to their approach. A key aspect of their approach is the use of theory. You should apply the theories using a critical eye to highlight limitations and anomalies. Once the project begins, you have a draft deliverable for 3 weeks and the final deliverable is due on April 17 and may require a brief presentation. I will provide quick feedback to your team for each of the draft sections of the project. **You should use qualitative and quantitative data/analysis to develop and support your points as appropriate**. **You should also apply concepts and techniques from the class**. Your project involves the following:

1. **Select a technology, industry and two firms for analysis**. In their book there are several chapters that illustrate how their approach works in a variety of industries. Do not select their industries unless you have cleared this with me. For example, there may be a segment of an industry not explored in the book. In one page or less tell me why you want to study your selected technology, industry and two firms.
   Due Date: March 19.

2. **The Signals of Change.** Chapter 1 provides a process for identify the signals of why and how an industry might change based on a customer focus. There will be other signals of change which are relevant to your industry and firms. Apply the processes outlined in Chapter 1 and in the PowerPoint slides on BB. **Draft Due: March 26.**

3. **Competitive Battles.** Chapter 2 develops an approach to **evaluating your two competitors** based on the resources, values and processes (RPV) framework. It further extends the analysis by examining asymmetries and competitor response profiles. You might want to supplement their approach with some of the other approaches to competitor assessment developed in class and in the material on BB. **Draft Due: April 2.**

4. **Strategic Choices.** Chapter 3 explores strategic choices for new entrants as well as response strategies for incumbents. Fundamental to their framework is the role than new entrants play in shaping the evolution of industries often due to blindspots. You should identify and explore blindspots and cognitive biases that exist in the industry. CI analysts often perform personality profiles on key decision makers to better understand how and why they make strategic choices, their blindspots and cognitive biases. If there are key "leaders" in the industry, you might consider conducting a personality profile.
   Draft Due: April 9.

5. **Nonmarket factors and innovation.** Nonmarket factors such as government policies and other institutional structures such as education levels and cultural traditions set the context in which innovation occurs. The variety of nonmarket forces often pull in

opposite directions. The book describes the motivation/ability framework that is useful for identifying facilitators and barriers to innovation in an industry. Assess the role of nonmarket factors in the innovation process for your industry.
Final Project including this aspect due: April 16.

6. As we discussed in class, analysis provides three classes of outcomes: **<u>hindsight, insight and foresight.</u>** You should develop a set of conclusions/estimates for each class of outcomes. The project will be <u>evaluated on the basis of the following criteria</u>. <u>First</u>, have you applied the theories of innovation and other related theories/analyses central to your industry? <u>Second</u>, the quality of your conclusion/estimates for the three classes of outcomes of your analysis will be evaluated. <u>Third</u>, the organization, structure and grammar of your final product will be evaluated. Do not be limited to the traditional paper report. You can use visualization techniques discussed in class as one alternative. However you structure the deliverable, **provide a 1 page executive summary**. <u>Fourth</u>, you need to document the sources used in the project. The identification of human and non-human sources is a key aspect of any CI project. <u>Fifth</u>, if there is a presentation, the quality of your presentation will be evaluated. We might use the poster session approach. Since the presentations are likely to be short, conveying the key messages of your analysis will be central to this part of the evaluation. Each of the five criteria will be equally weighted.

The following link will take you to a libguide that will be useful for your projects.

http://pitt.libguides.com/cbastratmanagement

We will use Blackboard for the course. Please go to http://courseweb.pitt.edu for access to the course materials, etc. There will also be occasional handouts in class.

Class Sessions and Topics

Date	Session	Topic

March 5   **1**   **Intelligence Driven Strategizing™**

During this session we will introduce the topics of competitive intelligence. Specifically, we will discuss my Intelligence Driven Strategizing™ framework and design principles for an intelligence function.

Visual representations of industries and competitors are a complement to the traditional written format. We will discuss recent developments in visualization and introduce the 'strategy confections' as a process for visualization.

The collection of information is the foundation upon which intelligence is developed. We will overview a few fundamentals of intelligence collection. I want to discuss your understanding of how intelligence is collected in India. If time permits, we will do the **Competitive Intelligence Brief Exercise**

We will discuss the introduction to the "Seeing What's Next" book to examine how theories of innovation can be used to predict change.

- **Fundamentals of Competitive Intelligence**
- **Evolution of a Competitive Intelligence Program**
- **A Decision-Oriented Approach to the design of CI Programs**
- **Strategy Confection – Visualization Technique**
- **Fundamentals of CI collection**
- **Using theories of innovation to predict change**
- **CI in India**

Related Reading:

- Introduction and Appendix to "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004
- Lisa Krizan. (1999) *Intelligence Essentials for Everyone*. Joint Military Intelligence College Occasional Paper Number Six (June 1999). Washington, DC: Government Printing Office.

Date   Session   Topic

March 19   2   Developing Competitive Awareness

This session focuses on the processes by which firms develop competitive awareness. Competitive awareness is the first stage of developing intelligence driven strategizing. Competitive awareness assesses the degree to which organizations and their members understand why and how strategic interactions impact competitive advantage.

How does one identify direct and potential competitors? We will review a process and technique of competitor identification.

Understand rivalry is a critical process for high levels of competitive awareness. We will discuss how firms develop competitive playbooks and how we can assess their playbooks.

Collective intelligence is a relatively new concepts related to leveraging the innovation capacity of individuals regardless of their location.

Social networking has opened a new dimension of CI collection.

Often, the actions and intentions of competitors are ambiguous. A useful technique for understanding actions and intentions is the 'analysis of competing hypotheses'. We will discuss this technique.

How does an analysis identify signals of change in an industry? We will focus on the framework in **Chapter 1** of the book "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004

> **- Frameworks for competitor identification**
> **- Analysis of Competing Hypotheses (from's book)**
> **- The Role of Analysis in CI**
> **- TOWS analysis**
> **- Collective intelligence and social networking**
> **- The Signals of Change**

Related Reading:
- **Chapter 1** of the book "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004

   - Richard J. Heuser, Jr. 1999. *Psychology of Intelligence Analysis*. Center for the Study of Intelligence Central Intelligence Agency (see their website @ http://www.cia.gov/csi/books/19104/index.html)

   - Chen, Ming-Jer, "Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration," AMR, January 1996, 21, 1, 100-134.

Date   Session   Topic

**March 26	3	Managing CI Knowledge Flows**

Once competitive awareness is achieved, CI knowledge needs to flow to the appropriate individuals on a timely basis. This session focuses on the facilitators and barriers of CI knowledge flows.

We will discuss the integration of strategic and tactical intelligence. This is typically problematic in organizations since they serve different purposes and often use different techniques.

To obtain information and intelligence in one's network (next week's session), elicitation collection techniques are very effective. We discuss those techniques with an emphasis on their ethical use.

Should CI functions be centralized or decentralized? A process for determining the answer will be demonstrated.

Supply chain management and CI will be discussed.

Value networks are a technique for examining the ecology of an industry. We will overview this technique.

There is a wide variety of CI software. We will discuss the state-of-the-art of CI software.

Related Reading: Competitive Battles from **Chapter 2** of the book "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004

- **Coordinating Strategic and Tactical Intelligence**
- **Managing the Flow of Intelligence**
- **Elicitation techniques**
- **Leveraging CI in a diversified company**
- **Role of IT in the CI process**
- **CI software (see Fuld.com for one example)**
- **Competitive Battles**
- **Supply chains and CI**

Complete "Integration of Competitive Intelligence in Organizations: A Diagnostic Instrument"

**Date	Session	Topic**

April 2   **4**   **Human and Alliance Networks**

The Long Tail – Economic and Statistical Implications

Central to intelligence processes are human intelligence networks. We will discuss the emerging literature on networks and perform an exercise that will demonstrate the principles and intuition of network analysis. To obtain information and intelligence in one's network, elicitation collection techniques are very effective. We discussed those techniques with an emphasis on their ethical use.

Alliance networks are an emerging form of competition. We will discuss alliance networks in the context of CI.

Tradeshow intelligence is a growing part of CI. We will review how firms conduct tradeshow CI

In the innovation battle, strategic choices matter. We will discuss strategic choices using the framework in the "Seeing What's Next" book.

Related Reading: **Chapter 3** of the book "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004 on Strategic Choices

- Human Intelligence Networks
- Alliance Networks
- Strategic Choices and Innovation
- Tradeshow Intelligence
- Long Tail

Date   **Session**   **Topic**

April 9 5 Impacting Decisions through CI processes

The third component of intelligence driven strategizing (competitive awareness and intelligence flows) is decision impact. Decision impact is the extent and manner in which CI is incorporated into decision making. Intelligence needs to be developed with reference to intelligence users. We will discuss how to develop a user-driven perspective and manage the 'request process'.

One of the key concerns is the introduction of cognitive biases in intelligence activities. We will discuss the most common biases that introduce blindspots.

Related to blindspots is personality profiling.

Early warning of competitive initiatives and other competitive forces provide managers with extra time to be proactive and/or reactive. We will discuss the emerging literature and techniques of early warning. One often used technique is war gaming. If time permits we will do a war gaming exercise.

Nonmarket factors affect innovation. We will focus on the framework in <u>Related Reading</u>: **Chapter 4** of the book "*Seeing What's Next*" by Christensen, Anthony and Roth, Harvard Business School Press, Boston MA, 2004.

- **User-Driven CI – (APQC.org study)**
- **Communicating Competitive Intelligence to Senior Management**
- **The Request Process**
- **Evaluating CI and Quality Enhancement Efforts**
- **Cognitive Biases (chapters 9 – 14 in Heuer's Book)**
- **Personality profiling**
- **Early Warning**
- **War Gaming**
- **Nonmarket factors and innovation**

Date Session Topic

Intellectual property is central to the knowledge-based view of the firm. CI's role in the acquisition, leverage and protection of intellectual property is based in the ethical collection and management of CI processes. We will discuss these processes with special reference to the Economic Espionage Act (EEA) of 1996.

Intelligence processes vary across countries. We will discuss the inter-relationships between national and business intelligence processes. Specifically we will focus on how country institutional factors influence the collection, analysis and use of intelligence.

Evidence-based management and a field's body of knowledge are essential for the professionalization of CI. We will discuss recent efforts to create a *CI Body of Knowledge*

One of the emerging techniques in strategy and economics is multimarket competition analysis. Multimarket competition occurs when firms compete simultaneously across products and or geographies. Terms and techniques related to multimarket competition, mutual forbearance, and spheres of influence will be discussed.

As a summary we will discuss the insights and limitations of the article "Scanning the Periphery" by George Day and Paul Schoemaker in *Harvard Business Review*, November, 2005, 135 – 148.

- **Counterintelligence**
- **National-Business Intelligence Relationships**
- **International CI and Cultural Differences**
- **Ethics and EEA of 1996**
- **CI body of knowlede**
- **Multimarket competition**
- **Science and Technology Intelligence – note that Professor McEvily teaches an elective related to this topic.**

Suggested Reading:

- "Understanding Intelligence Across Cultures" by Jean-Marie Bonthous. International Journal of Intelligence and Counter Intelligence, 7 (3) (Fall 1994), 275-311.

Partial Resource List for Competitive Intelligence

Professional Society

Strategic and Competitive Intelligence Professionals (SCIP)
1700 Diagonal Road, Suite 600
Alexandria, VA 22314
703-739-0696
Fax: 703-739-2524
E-mail: postmaster@scip.org   WWW: http://www.scip.org

Journals

Compétitive Intelligence Magazine
Competitive Intelligence Review (1995 – 2002)
Journal of Competitive Intelligence and Management (2003-2006)
International Journal of Technology Intelligence and Planning

Some Recent Books
(update this section)

Farida Hasanali, Paige Leavitt, Darcy Lemons and John Prescott. 2004. *Competitive intelligence: A guide to Your Journey to Best-Practice Processes.* Houston, TX: American Productivity and Quality Center (See APQC.org)

Gilad, Ben. 2004. "Early Warning: Using Competitive Intelligence to Anticipate Market Shifts, Control Risk, and Create Powerful Strategies." New York: American Management Association.

Case, Donald O. 2002. "Looking for Information: A Survey of Research on Information Seeking, Needs, and Behavior." San Diego, CA: Academic Press.

Fleisher, Craig S, and Bensoussan, Babette E. 2003. "Strategic and Competitive Intelligence: Methods and Techniques for Analyzing Business Competition." Upper Saddle River, NJ: Prentice Hall.

Rothberg, Helen N. and Erickson, G. Scott. 2005. "From Knowledge to Intelligence: Creating Competitive Advantage in the Next Economy:," Oxford, U.K.: Elsevier Butterworth Heinemann.

Bouthillier, France, and Shearer, Kathleen. 2003. "Assessing Competitive Intelligence Software: A Guide to Evaluating CI Technology." Medford, NJ: Information Today, Inc.

Carr, Margaret Metcalf. 2003. "Super Searchers on Competitive Intelligence: The Online and Offline Secrets of Top CI Researchers." Medford, NJ: Cyber Age Books, Information Today, Inc.

Schlein, Alan M. 2004. "Find It Online: The Complete Guide to Online Research." Tempe, AZ: Facts on Demand Press.

Burwell, Helen P. 2003. "Online Competitive Intelligence: Increase Your Profits Using Cyber-Intelligence." Tempe, AZ: Facts on Demand Press.

Sankey, Michael L. and Weber, Peter J. 2004. "Public Records Online: The National Guide to Private and Government Online Sources of Public Records." Tempe, AZ: Facts on Demand Press.

John E. Prescott and Steve Miller, editors. (2001). Pro*ven Strategies in Competitive Intelligence: Lessons from the Trenches*. New York, NY: John Wiley & Sons

Curtis M. Grimm and Ken G. Smith. 1997. *Strategy as Action: Industry Rivalry and Coordination*. Cincinnati, OH: South-Western College Publishing.

Richard J. Heuser, Jr. 1999. *Psychology of Intelligence Analysis*. Center for the Study of Intelligence Central Intelligence Agency (see their website @ http://www.cia.gov/csi/books/19104/index.html)

Lisa Krizan. (1999) *Intelligence Essentials for Everyone*. Joint Military Intelligence College Occasional Paper Number Six (June 1999). Washington, DC: Government Printing Office.

James G. March (1999) *The Pursuit of Organizational Intelligence. UK:* Blackwell.

Liam Fahey. (1999) *Competitors*. New York: John Wiley & Sons, Inc.

John Nolan. (1999) *Confidential: Uncover Your Competitors' Top Business Secrets Legally and Quickly – and Protect Your Own*. New York: Harper Business, a div. of Harper Collins.

John J. Fialka. (1997) *War by Other Means: Economic Espionage in America*. New York: W.W. Norton and Company.

Ben Gilad and Jan P. Herring (Eds.). (1996) *Advances in Applied Business Strategy, Supplement 2: The Art and Science of Business Intelligence Analysis. Part A: Business Intelligence Theory, Principles, Practices, and Uses. Part B: Intelligence Analysis and Its Applications*. Greenwich, CT: JAI Press.

Larry Kahaner. (1996) *Competitive Intelligence: From Black Ops to Boardrooms B How Businesses Gather, Analyze, and Use Information to Succeed in the Global Marketplace*. New York: Simon and Shuster.

Leonard M. Fuld. (1995) *The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information about Your Competitors*. New York: John Wiley and Sons, Inc.

John E. Prescott and Patrick T. Gibbons (Eds.). (1993) *Global Perspectives on Competitive Intelligence*. Alexandria, VA: Society of Competitive Intelligence Professionals.

Some useful websites:

National Security Intelligence

www.cia.gov/ - CIA website

www.dia.mil/ - Defense intelligence agency

www.loyola.edu/dept/politics/intel - Loyola University

www.intelligenceonline.com/ - appeals to diplomats

www.dia.mil/Jmic/ - Joint Military Intelligence College

www.nwc.navy.mil/ - Naval War College

www.carlisle.army.mil/ - Army War College

www.ndu.edu/nwc/ - National War College

Business Intelligence

www.scip.org – Society of Competitive Intelligence Professionals
CISeek.org – useful set of resources
www.competia.com/ - Competia is a consulting firm in CI and planning
www.fuld.com - Fuld is a leading CI firm
www.cio.com/CIO/arch_0695_cicolumn.html - How to use the internet for CI
www.anderson.ucla.edu/resources/library/libcoint.htm - identifies sources for information
www.krollworldwide.com – leading investigative firm
mhallign.fp.execpc.com/ - trade secrets
www.sla.org http://www.sla.org/ - Special Library Association

Related Readings:

- **Overview of CI**
– See Competitive Intelligence Magazine (SCIP.org)

– "Competitive Intelligence: Designing a Process for Action" by John E. Prescott

– "Competitive Intelligence: Lessons from the Trenches." In: Pro*ven Strategies in Competitive Intelligence: Lessons from the Trenches*. (John E. Prescott and Steve Miller, editors.) New York, NY: John Wiley & Sons (forthcoming in April 2001).

– "I want it fast, factual, accountable: Tailoring Competitive Intelligence to Executives' Needs" by Douglas C. Bernhardt. <u>Long Range Planning</u>, 2 (1) (1994): 12-24.

- "Introduction to the Special Issue of the *CIR* by John E. Prescott. <u>Competitive Intelligence Review</u>, 7 (Supplement 1) (1996): Siii-Svi.

- "The Evolution of Competitive Intelligence" by John E. Prescott (1995).

- "Intelligence Preparation of the Marketplace: A Military View" by Antonio S. Lauglaug and David W. Taylor. <u>Competitive Intelligence Review</u>, 5 (3) (Fall 1994): 33-40.

- "Evaluating Business Intelligence Systems: How Does Your Company Rate?" by Kenneth A. Sawka, David B. Francis, and Jan P. Herring. <u>Competitive Intelligence Review</u>, 6 (4) (Winter 1995), 22-25,

- "Competitive Intelligence and Bottom-Line Performance" by Bernard Jaworski and Liang Chee Wee. <u>Competitive Intelligence Review</u>, (Fall 1992/Winter 1993): 23-27.

- "A Project Based Approach to Competitive Analysis" by John E. Prescott and Daniel C. Smith. <u>Strategic Management Journal</u>, 8, (1987): 411-423.

- "Organizing Competitor Analysis Systems" by Sumantra Ghoshal and D. Eleanor Westney. <u>Strategic Management Journal</u>, 12, (1991): 17-31.

- "Competitive Intelligence Practices: A Survey" by John E. Prescott and Gaurab Bhardwaj, (1995).

- "Competitive Intelligence and Superior Business Performance: A Strategic Benchmarking Study" by Michael O'Guin. <u>Competitive Intelligence Review</u>, 5 (2) (Summer 1994): 4-12.

- "Building Credibility, Champions, and Mandate for Competitive Assessment" by Martha A. Matteo and Elaine H. Dykman. <u>Competitive Intelligence Review</u>, 5 (2) (Summer 1994): 26-30.

- "Intelligence as Learning" by Jean-Marie Bonthous. <u>Competitive Intelligence Review</u>, 6 (1) (Spring 1995): 1-11.

- **Collection Techniques**

- "Getting Started: The Basic Applications and Techniques" by Leonard M. Fuld. Chapter 2 in <u>The New Competitor Intelligence: The Complete Resource for Finding, Analyzing, and Using Information About Your Competitors</u>. New York: John Wiley and Sons, 47-88.

- "You Can't Trust What You Read: Making Sense of the Business Press" by Mark D. Stott. In: <u>Global Perspectives on Competitive Intelligence</u>, edited by John E. Prescott and Patrick T. Gibbons. Alexandria, VA: Society of Competitive Intelligence Professionals (1994): 309-321.

Competitive Awareness

- Anita McGahan (2004) "How Industries Change" <u>Harvard Business Review</u>, October, 86 – 94.

- Curtis M. Grimm and Ken G. Smith. 1997. *Strategy as Action: Industry Rivalry and Coordination*. Cincinnati, OH: South-Western College Publishing.
- Zahra, Shaker A., and George, Gerard, "Absorptive Capacity: A Review, Reconceptualization and Extension," Academy of Management Review, 2002, 27, 2, 185-203.

- Davenport, T.H. and Beck, J.C., "Getting the Attention You Need". Harvard Business Review, September- October, 2000, 118 – 128.

– "A Compendium of Analytic Tradecraft Notes" Central Intelligence Agency, 1997.

– "Creating the Intelligence System That Produces Analytical Intelligence" by Jan P. Herring. In Advances in Applied Business Strategy, Supplement 2: The Art and Science of Business Intelligence Analysis. Part A: Business Intelligence Theory, Principles, Practices, and Uses, edited by Ben Gilad and Jan P. Herring (1996): 53-81.

– "A Manager's Guide for Evaluating Competitive Analysis Techniques" by John E. Prescott and John H. Grant. Interfaces, 18 (3) (May-June 1988): 10-22.

– "Making Competitive Intelligence Relevant to the User" by André G. Gib and Robert A. Margulies. Planning Review, 19 (3) (May-June 1991): 16-22.

– "Competitors: Who to Watch, What to Watch, Who to Ignore, and How to Tell the Difference" by David B. Francis, Kenneth A. Sawka, and Jan P. Herring. Competitive Intelligence Review, 6 (3) (Fall 1995), 41-46.

Information flows

Heil, Oliver P., and Langvardt, Arlen W., "The Interface Between Competitive Market Signaling and Antitrust Law," Journal of Marketing, July 1994, 58, 3, 81-96,

"Alliance Portfolio: Designing and Managing Your Network of Business-Partner Relationships" *Academy of Management Executive*, 2003, 17, 4, 25 – 39

See resource directory for networks in Blackboard

"The hidden power of social networks" by Rob Cross and Andrew Parker – Boston, MA – Harvard **Bu**siness School Press, 2004.

Decision impact

- Russo, J. Edward, and Schoemaker, Paul H., "Managing Overconfidence," SMR, Winter 1992, 7-17
- Chapters 1 and 2 in The Pursuit of Organizational Intelligence by James G. March (Blackwell, 1999

- "The Nonuse of Intelligence" by Amos Kovacs in <u>Intelligence and Counter Intelligence</u>, volume 10, #4, 384-417

– "Competitive Information Policy at United Technologies" Harvard Business School Case 9-392-091, by Lynn Sharp Paine, (1992).

– "Corporate Policy and the Ethics of Competitor Intelligence Gathering" by Lynn Sharp Paine. <u>Journal of Business Ethics</u>, 10 (1991): 423-436.

– "Understanding Intelligence Across Cultures" by Jean-Marie Bonthous. <u>International Journal of Intelligence and Counter Intelligence</u>, 7 (3) (Fall 1994), 275-311.

– "Global Competitive Intelligence" by John E. Prescott and Patrick T. Gibbons, (1993).

<p align="center">**Major Course Projects Options <mark>(not relevant this year)</mark>**</p>

The assignment for this year is **major project 10 – Predicting the Fate of Firms and Industries**. The assignment can be done in teams of up to four (4) individuals. As mentioned in the syllabus, alternative proposals can be developed under special circumstances.

1. **Identifying Profit Patterns**

Pattern analysis is one of the most important skills for a CI professional. Mercer Management Consulting has been studying profit patterns for industries and firms. At their website www.ProfitPatterns.com they describe their processes. They also have a set of templates for assisting you in identifying the profit patterns in an industry and/or firm. Select a firm and complete their "Patterns Workbook". Make sure to draw conclusions and implications.

2. **The Early Warning or "So What" Project**

One of the key capabilities of a CI professional and program is to provide early warning regarding important opportunities and threats that involve considerable uncertainty. The earlier the warning the more time managers have to respond. However, early warnings also have considerable residual uncertainty. Residual uncertainty is the uncertainty that remains when the best analysis has been conducted. The third component of early warning is the ability of the firm to respond. An early warning assessment consists of three components:

a. Identify that a competitive event/issue is "important" to the competitive position of your firm

b. Demonstrate that the event/issue is real. You need to provide evidence that is credible to managers in a way that motivates them to take action.

c. Develop an approach(s) to address the event/issue. You will need to reduce the residual uncertainty in a way that demonstrates that the firm will have a significant advantage based on "time to respond" and/or "ability to respond".

The assignment is to conduct an early warning assessment based on the three steps identified above.

3. **Visual Competitor Profile**

Companies compete in a multivariate world. As such, CI professionals need to portray competitive dynamics in multivariate ways. Increasingly, visualization techniques are being used to convey complex, multivariate messages. You assignment is to develop a visualization competitor template. To complete this assignment you need to consider the following for the development of the template:

- Attributes/relationships of the competitor
- Relationships among the attributes
- The combination of words, numbers, pictures, charts, dials, etc.
- Time dimension
- Animation
- Use of color
- Creativity

The template can be no larger than 17" X 11" unless you negotiate a modification.

4. **Countering a Competitor Initiative**

Assume that you are a competitive intelligence analyst in an organization. A line manager has approached you to assist her in assessing the implications of a key competitor's strategic initiatives. Develop a profile of the competitor. The profile should focus on the strategic initiative and subsequent vulnerabilities of your manager's business. A strategic initiative can be defined as a set of resource allocations designed to achieve a competitive advantage. Examples of strategic initiatives include the opening of a new facility, new product development, entry into a new geographical territory, and acquisition of a new business. In particular, the profile must have a section devoted to **implications**. You are responsible for developing the format and content of the profile.

Profiles can take on many different formats and include a diverse set of contents areas. The first part of the assignment is to determine the content areas for the profile based on the strategic initiative. Once the boundary of the content area has been defined, collect and analyze data. Make sure to identify all sources. Finally, develop the profile and the implications for your manager.

Draw on the following and other sources to assist you in developing the profile:

Curtis M. Grimm and Ken G. Smith. 1997. *Strategy as Action: Industry Rivalry and Coordination*. Cincinnati, OH: South-Western College Publishing.

Liam Fahey. (1999) *Competitors*. New York: John Wiley & Sons, Inc.

Burt, Ronald S. (1992) *Structural Holes: The Social Structures of Competition*. Cambridge, MA: Harvard University Press.

D'Aveni, Richard A. (1994) *Hypercompetition: Managing the Dynamics of Strategic Maneuvering*. New York: The Free Press.

Oster, Sharon M. (1994) *Modern Competitive Analysis*, 2nd Edition. New York: Oxford University Press.

Porter, Michael E. (1980) *Competitive Strategy: Techniques for analyzing Industries and Competitors*. New York: The Free Press.

Ruefli, Timothy W. (Ed.). (1990) *Ordinal Time Series Analysis: Methodology and Applications in Management Strategy and Policy*. New York: Quorum Books

5. Evaluating and Re-designing a Competitive Intelligence Program

Many organizations are in the process of designing or redesigning their competitive intelligence efforts. The objective of this project is to evaluate the design of an ongoing CI operation. Using the design parameters discussed in class and in the readings, this project should include but not be limited to the following topics.

A. Process diagram the current CI system. Assess the strengths and limitations of the system including suggesting process redesign.

B. Evaluate the four components of a CI system (structure, people, projects, and outcomes). If possible develop performance metrics for the components relative to the firm. If the firm has performance metrics in place, evaluate them and suggest modifications, if appropriate.

C. Discuss the CI system with some of its **users**. What are their expectations and impressions of the effectiveness of the CI system. What modifications do they suggest.

D. To what extent is the CI produced from the system used? Why? What should be done to enhance the use of CI?

E. How did the organization address each of the 10 decision areas? (see lecture notes "Decision-Based CI")?

F. How do they stack up against the Intelligence Driven Strategy™ framework?

6. Intelligence Flows in an Organization

Administer the "Integration of Competitive Intelligence In Organizations" instrument to a team of managers or a unit within a firm.

A. Describe the degree of integration achieved in the firm and the root causes

B. Develop an action plan for enhancing the level of integration of intelligence. Be sure to include the Actions, Individuals, Timing and Resources in the plan.

C. How does the firm use TAP-Ins to enhance the coordination and flow of intelligence?
Note: for this year the set of mini-projects are not required. There is the potential to modify one of these into the class project. You will need to discuss this option with me.

7. Alliance analysis

Utilizing the SDC database, assess the alliance structure of an industry and two competitors.

A. Select an industry, track and evaluate the industry's alliance history over the period of the data base.
B. Select two firms with different alliance profiles and evaluate each to determine their alliance strategy and implications
C. Use Netminer software (netminer.com) to evaluate the alliance structure of the two competitors.

See "Alliance Portfolio: Designing and Managing Your Network of Business-Partner Relationships" *Academy of Management Executive*, 2003, 17, 4, 25 – 39.

8. Multimarket analysis

When competitors compete across multiple products and/or geographies they are know as multipoint competitors. Multipoint competition has attracted the attention of managers, researchers and public policy officials due to its hypothesized effect on competitive dynamics. The theory of mutual forbearance predicts that the degree of rivalry is inversely related to the degree of multimarket contact between firms. That is, the more that firms compete with each other across products and/or geographies, they will engage in less rivalry. Some claim this is a form of tacit collusion and thus the interest of public policy officials. The role of technology is yet to be resolved in at least tow respects. First, firms can compete across multiple technologies as well as products and geographies. Second, most multimarket research has been conducted in slow to moderate velocity environments such as banking, cement, airlines, etc. It is not clear if the mutual forbearance hypothesis hold in high velocity environments. Another unresolved and under explored topic is the role of organizational structure and coordination mechanism. There is an implicit assumption that firms coordinate their actions across business units, divisions, geographically dispersed offices (such as in banks), etc. Empirical research has been silent on this issue.

With the above background (I can provide additional references and see the PowerPoint slides for session 7), select an industry and conduct a multimarket assessment. This project can be focused by concentrating on a sphere of influence analysis. A sphere of influence is a product/market/geography segment in which a firm has a strong foothold. Recently, Professor D'Aveni has developed an approach for sphere of influence analysis. His article is: D'Aveni, Richard A., "Competitive Pressure Systems: Maping and Managing Mulltimarket Contact," Sloan Management Review, Fall 2002, 44, 1, 39-49. Use this approach to conduct your analysis.

9. **Competitive Dynamics**

The following project description was developed by Professor WALTER J. FERRIER
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Gatton College of Business and Economics
University of Kentucky
Lexington, KY 40506-0034

I have slightly modified the project description to fit our course. I want to thank Wally for sharing this project with us. The project was developed for his course on competitive dynamics.

<div align="center">

Competitive Dynamics Analysis

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A relative new component of competitive intelligence/analysis is to compare and contrast the patterns and timing of the strategic and tactical moves that head to head rivals carry out against one another and to examine the influence of competitive rivalry on relative firm performance.

Pick a pair of market-leading firms that visibly compete head-to-head with one another in the marketplace (e.g., Kellogg's vs Quaker Oats, Nike vs. Reebok; Cingular vs. Verizon, Coke vs. Pepsi, JiffyLube vs. Valvoline Instant Oil Change, etc). It might be best to pick a pair of firms that are not all that diversified. This ensures that the observed competitive interaction takes place in a relatively well-defined product market. In other words, analyzing rivalry between, say, Procter & Gamble vs. Unilever would take quite an effort to identify and partition out patterns of rivalry between the two in the toothpaste vs. shampoo markets.

Using the analyses described below, develop a report (with as many useful diagrams, tables, etc. as you feel you need to enhance your report; also include index of news headlines and calculations) that addresses the following questions:
- What are the weapons of competitive rivalry used by this pair of firms?
- What patterns or tendencies of competitive interaction have emerged?
- How do these firms compare in their action patterns?
- How is competitive interaction between these firms linked to comparative/relative performance (e.g., profitability, sales growth, stock price, etc)?
- What is the nature and consequences of price-based rivalry between these firms? [Include a table that compares both firms in terms of the action pattern characteristics specified below and explain what the analysis reveals.]
- Who's winning the battle and why?

1. Obtain basic financial data for each firm for the year 2003 (i.e., quarterly & annual revenue, profits, basic income statement data, etc.). Also, obtain daily stock prices for each firm for 2003. You can get this from *Yahoo! Finance* at http://finance.yahoo.com. Enter the ticker symbols for each company and hit the "Historical Prices" link. Cut & paste to a spreadsheet.

2. Scan a business press service – like *ABI Inform, Wall Street Journal Index, F&S Index, etc.* – to identify news headlines that represent each firm's competitive actions carried out during the year 2003. [If you end up with fewer than 40, or so, competitive actions, find headlines for the year 2002 as well.] Competitive actions are defined as: externally directed, specific, and observable moves initiated by a firm to enhance its relative competitive position. You'll have to read through a few dozen, or so, of them to determine what qualifies as a competitive action in this industry and what doesn't. "Internal" actions such as the formation of quality teams, new CEO, new manufacturing processes, don't qualify as competitive actions according to the definition. *(Note inserted by Professor Prescott. The literature on competitive dynamics has traditionally examined actions that are externally directed. While there are several reasons to adopt this perspective, internal moves of a competitor are central to the field of competitive intelligence and are also initiated to enhance relative competitive position. Thus, a productive complementary analysis would be to include internal moves. One recent article which adopts the inclusion of both internal and external influences is by Durand, Rodolphe, "Predicting a Firm's Forecasting Ability: The Roles of Organizational Illusion of Control and Organizational Attention," Strategic Management Journal, September 2003, 24, 9, 821-838. Note however, that this article does not directly deal with traditional research thrusts in the competitive dynamics literature.*

3. After you read through some headlines, develop a catalog of the key words that will help you more easily identify headlines that qualify and categorize these actions into industry-relevant categories. Your industry may differ with respect to keywords and categories. So, choose them carefully.

   Here are some examples of actual news headlines, dates, the keywords that helped categorize them, and the generic categories of the competitive actions.

Action Type	Firm	Headline	Citation Date
Pricing	FedEx	new Express Saver offers rate discounts on 2nd day short haul service	18-May-92
Marketing	United Airlines	launched new ads to counter American Airline's campaign	13-Apr-92
Product	Merck	introduces Mevacor, to reduce serum cholesterol	21-Oct-87
Licensing	Levi's	licenses brand name to Bausch & Lomb for use on sunglasses line	16-Sep-90
Capacity	Mobil	raises lube stock capacity 10% via recent improvements	20-Apr-87

| Legal	Microsoft	sues Z-Nix for copyright infringement	6-Jul-92
Signal	Reebok	vows to retake lead in athletic shoe market by end-1995	9-Feb-93

Here is a list of generic action categories and the keywords that pertain to each.

Action Category	Keyword Components (Use any derivation of root words, past tense, etc.)
Pricing	price, rate, discount, rebate, coupon
Marketing	ads, spot, market, promo, campaign
Product	introduces, launches, unveils, or rolls out w/ [something]
Licensing	licenses
Capacity	raises, boosts, increases, or ups w/capacity, output, or production
Legal	sues, infringement, litigation, settles, court
Signal	vows, promises, aims, says, seeks

Cut and paste the headlines and dates into a spreadsheet. Also, screen the headlines in your data set carefully for the appearance of duplicates for a particular news item. Indeed, a competitive action(s) will likely be covered and reported by multiple news sources (*BusinessWeek, Wall St. Journal, Advertising Age*, and dozens of industry trade journals/newsletters, etc.). Also, it is important to keep track of the dates each action is reported. Include only the earliest chronological appearance of a news report of a particular competitive action. Categorize the headlines into different types of competitive actions.

4. Evaluate and compare the annual set of competitive actions for each firm in the pair by using the following four definitions and measures for action repertoire characteristics: aggressiveness, repertoire simplicity, repertoire similarity, and average response time.

An action repertoire may be conceptualized as:
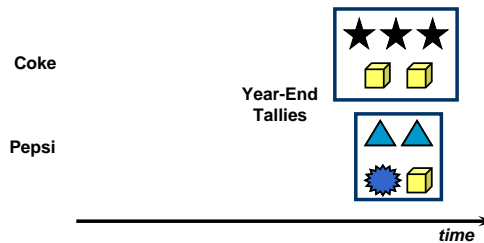
- **Aggressiveness** is defined as the degree to which a firm maintains the competitive initiative by carrying out more competitive actions than its rivals. *This can be measured by counting the total number of competitive moves each firm carries out in 2003.*

- **Action repertoire simplicity** is defined as the degree to which either firm is focused on a narrow range of competitive action types. The table below depicts Coke, which is principally focused on pricing actions. By contrast, Pepsi is more balanced and diverse in its action pattern. *Simplicity for each firm may be calculated with the use of a Herfindahl index: a) divide the number of actions in each category by the total number of actions, b) square each of these proportions, and c) sum the squares.* Firms with high simplicity scores (closer to 1.0 = simple/concentrated) favor just a few action types. Conversely, firms with low simplicity scores (closer to zero = complex/broad) employ a broad range of action types. [NOTE: You are not limited to the action types used in the table below – use the action categories that you developed.]

Simple Coke – Complex Pepsi

	Pricing	Marketing	Capacity	Signaling	Total
Coke	9	1	0	0	10
Pepsi	2	3	2	2	9

- **Action repertoire similarity** is defined as the degree to which pairs of rivals <u>differ</u> in their patterns of actions. Panel A shows that Coke and Pepsi's patterns of actions for the year is almost identical. That is, they seem to be very similar (*homogeneous*) in the proportion of each action type each firm chooses to carry out. By contrast, Panel B shows that Coke and Pepsi differ significantly (*heterogeneous*) in their action patterns. *Action repertoire heterogeneity may be calculated/evaluated objectively.* However, you should be able to support your conclusions.

	Pricing	Marketing	Capacity	Signaling	Total
Coke	6	2	1	0	9
Pepsi	6	3	1	0	10

Panel B: Heterogeneous

	Pricing	Marketing	Capacity	Signaling	Total
Coke	6	2	0	1	9
Pepsi	1	5	3	1	10

- **Action timing** is defined as the time elapsed between one firm's actions and another firm's response. Consider also that competitive interaction may not always involve timing between <u>individual</u> actions, per se; but rather between groups or clusters of actions. In other words, when the actions of rival firms are arranged chronologically, there are inevitably series or spells of sequentially uninterrupted "strings" of actions – competitive attacks.1   More specifically, competitive attacks are defined as: <u>a string of un-responded to (or uninterrupted) actions implemented by a firm.</u> The attack begins with a firm's first action (in response to its rivals' actions) and ends with the last action before the other firm responds. The diagram below provides a hypothetical series of competitive actions between Nike and Reebok for a particular year.
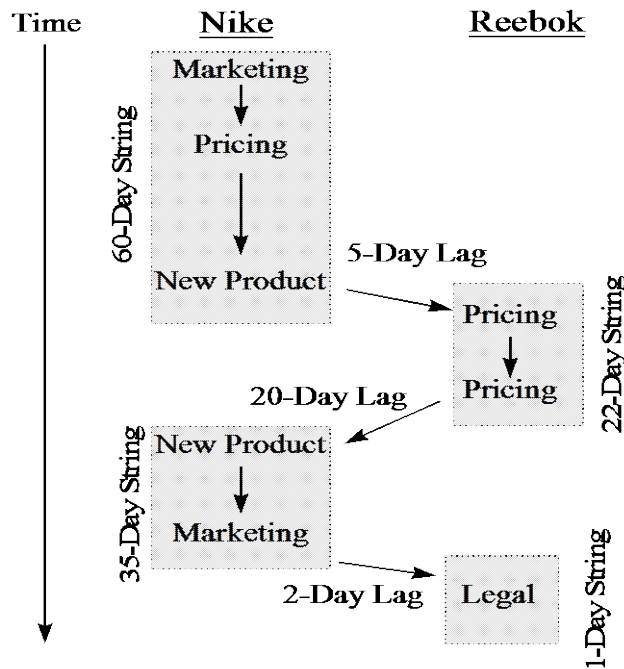

From this arrangement of action data, *calculate the number of days elapsed (lag) between the last action in a string of actions carried out by one firm and the first response by the*
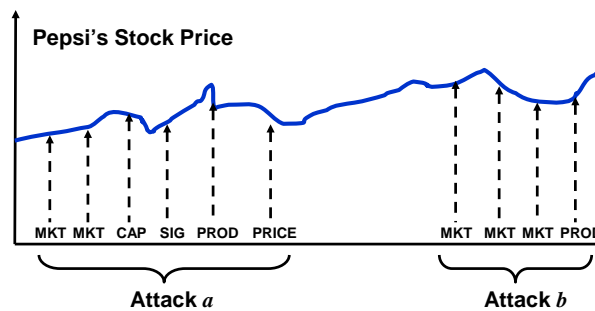
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1 To use a sports metaphor, consider a boxing match in which one boxer uses a series of left jabs to ward off, or at least delay, a powerful uppercut from his rival. The series of jabs describe the notion of an action string until such time that the other boxer's uppercut it thrown and the string of jabs is broken.

other firm. Average these time lags for each firm. For instance, in the diagram above, Reebok's average annual response time would be (5 days + 2 days) ÷ 2 = 3.5 days. For Nike there's only one response lag depicted, so it would be 20 days.

5. Evaluate and compare the set of competitive actions for each firm in the pair by using the following five definitions for each firm's <u>competitive attacks</u>: average attack volume, average attack duration, average attack intensity, average attack simplicity, attack predictability. Similar to the actions strings depicted above, a series of competitive attacks may be conceptualized as:
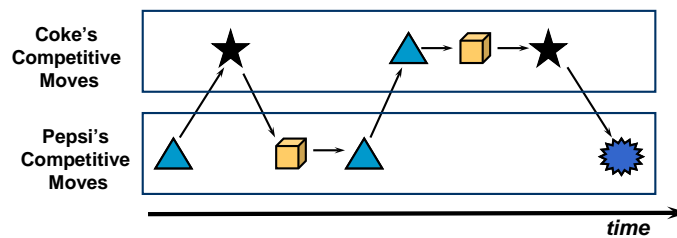
Further, a firm's competitive attacks may mapped over time and linked to performance data (like stock price) in the following manner. [Key question is how the key characteristics of competitive attack are linked to stock price.]

- **Avg. attack volume** is defined as the degree to which a firm maintains the competitive initiative by carrying out more competitive actions per attack than its rivals. *This can be measured by counting the number of competitive moves per attack and take the average.*

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- **Avg. attack duration** is defined as the degree to which a firm maintains the competitive initiative by carrying attacks of longer duration, on average, than its rivals. *This can be measured by counting the number of days elapsed from the beginning to end of each competitive attack and take the average.*

- **Avg. attack intensity** is defined as the degree to which a firm sustains the competitive initiative by carrying out more competitive actions over longer periods of time than rivals. *This can be calculated by dividing the number of competitive moves for a given attack (attack volume) by the number of days elapsed from the beginning to end of each competitive attack. Take the average of these ratios.*

- **Avg. attack simplicity** is defined as the degree to which a firm's competitive attacks are comprised of either a simple/narrow range of competitive action types or a complex/broad range of action types. This dimension is similar to action repertoire simplicity described above, but is applied to a particular competitive attack. As with action repertoire simplicity, *this can be measured with the use of a Herfindahl index: a) for each competitive attack, divide the number of actions in each action category by the total number of actions, b) square each of these proportions, and c) sum the squares. Then take the average of all individual simplicity scores you calculated for all competitive attacks.*

- **Attack predictability** is defined as the degree to which a firm's competitive attacks exhibit noticeable repetition either: a) within a given attack or b) from one attack to the next. *This can be measured subjectively by examining the particular order/pattern/combinations of competitive action types carried out in each attack. For instance, in a sequence of competitive actions carried out by Coke, such as:*

Attack #1: MKT MKT PRICE MKT PROD MKT PRICE PRICE MKT MKT MKT PRICE

you can detect that the orderly combination of MKT MKT PRICE is a noticeable, <u>predictable</u> pattern.

Also, comparing one of Coke's attacks with its successive attack,

    Attack #1: MKT MKT PRICE MKT PROD MKT PRICE PRICE MKT MKT MKT PRICE
    Attack #2: MKT PROD PRICE MKT MKT PRICE PRICE MKT PRICE MKT PRICE

You can detect great similarity in these attacks. This is attack predictability. By contrast, Pepsi's successive attacks may be <u>unpredictable</u>.
    Attack #1: MKT SIG PRICE PROD LEGAL MKT PRICE MKT PROD PROD PRICE MKT
    Attack #2: MKT PROD PRICE MKT PRICE PRICE MKT PRICE MKT LEGAL PRICE

6. *(Note from Professor Prescott – we do not have the Price Strategy Simulator)* Using the Price Strategy Simulator (instructions and access forthcoming), conduct an analysis of price competition between your two firms. Run a few practice rounds to get the hang of it, then input a new set of "assumptions" that pertain to your firms (run the simulation from the perspective of one firm or the other, your choice). You'll need to input your estimates of market size, growth rate, price sensitivity, product price, fixed costs, variable costs, and competitive pricing philosophy. For firms that have multiple product lines (Wal-mart vs. K-Mart or Cingular vs. Verizon) , calculate <u>average</u> prices, costs, etc. for a "basket" of goods that includes the company's major product lines. Execute six runs of the simulation. Report how pricing strategy impacts performance. Make recommendations as to the firm's optimal pricing strategy.

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10. **Opportunity to publish an article on "CI in India" or other countries.** The Strategic and Competitive Intelligence Professionals (SCIP.org) publishes an on-line magazine; *Competitive Intelligence Magazine*. The editor, Ms. Bonnie Hohhof) is interested in us developing an article for the magazine. In discussions with Bonnie, we think the following focus would be ideal: How the practice of CI is developing or different within India (How the application of CI is influenced by specific business, cultural or governmental attributes with appropriate examples). Part of the article might focus on how an Indian firm would modify what we are learning in the class to improve the likelihood of being successful in applying CI in Indian (including specific CI implementation barriers they will face in India and how to overcome them).

Articles in the *Competitive Intelligence Magazine* are for practicing CI professionals. They tend to be 10 – 12 double-spaced pages with bullet points, call out boxes, simple tables and figures. Based on materials we develop in class and class discussions, I will take the lead in writing (with the assistance of any interested students).

Mini-Projects for Competitive Intelligence Class

The following are options for the mini project. If you have other ideas, please let me know and we can discuss them.

Project options:

1.   Take a CI related question and illustrate how you would apply an analytical technique to address the question.

2.   Select an analytical tool related to CI and describe it, discuss its application, strengths, and limitations. Make sure to include references on the tool and, if possible, real-world applications.

3.   Obtain a mission statement from a real CI operation and evaluate it.

4.   Develop a job description for a CI information specialist, analyst, and manager. (see the job description file I have)

5.   Evaluate the level of sophistication/stage of evolution for an existing CI operation.

6.   Identify a real-world ethical dilemma. Discuss why it is a dilemma and how the organization resolved it.

7.   Select a country and explore its intelligence culture by applying concepts from class.

8.   Talk with several executives (users of CI) to determine their perspectives for evaluating the effectiveness of CI. What have you learned from the interviews for the practice of CI? Develop an effectiveness assessment instrument.

9.   Select a country and evaluate the relationship between national and business intelligence efforts. Use the materials from class.

10.   Describe and evaluate how a real firm conducts CI projects. Use a particular project and assess it according to the materials in the class.

11.   Describe and assess the counter-intelligence efforts of a real company.

12.   Develop an annotated bibliography for the espionage literature including applicable laws such as Trade Secrets, EEA of 1996, etc.

13.   Conduct a technology-based assessment for a firm from a CI perspective using frameworks from class.

14.   Select a piece of software or IT that is used for CI applications. Evaluate its strengths and limitations. Discuss the software with a firm that uses it.

15.   **<u>Intelligence Book/Article Assessment</u>** – Select a book/article that has high relevance to intelligence and conduct a review assessment. I want a set of different reviews so (in general) students should not be conducting the same review. I will use a first come basis for approving the selected book/article. You might want to identify a priority ranking of two or three options.

I conducted a google.com search on "writing book reviews". Below are a few links. You might have other sources that are better. Please let the class know if you have a good source.

www.indiana.edu/~wts/wts/bookreview.html

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model are particularly useful. A library of student **reviews** provides a way **...**
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... **Writing** Center > Student Resources > **Writing Book Reviews**. **...** When **writing** a **review** for
publication, consider carefully how you phrase your criticisms of the **book**. **...**
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LEO, LEO: Literacy Education Online **Writing Book Reviews**. Steps for **Writing**
a Good **Book Review**. Introduce the subject, scope, and type of **book**. **...**
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