Purpose and Rationale

This course is a panoramic introduction to the concepts and methods associated with the collection, evaluation, analysis and presentation of intelligence in a range of contexts and cultures. It explores the role of intelligence in military affairs, statecraft, business, and social development. You will learn, *inter alia*, about (i) the nature, evolution and purpose of modern intelligence services, (ii) strategic surprise, intelligence failures and the limitations of human judgment, (iii) the fundamentals of competitive strategy and competitor intelligence analysis, (iv) ways to assess the credibility of evidence and determine the reliability of sources and channels, (v) the criticality of terrorism and counterterrorism intelligence to national security, (vi) the principles of asymmetric and information-based warfare, and (vii) the role played by intelligence—be it operational, tactical or strategic—in everyday life, at the level of the individual citizen, collective or nation state.

Sherman Kent (*Strategic Intelligence for American World Policy*, 1949, Princeton University Press) famously defined strategic intelligence as the "kind of knowledge a state must possess regarding other states in order to assure itself that its causes will not suffer nor its undertakings fail because its statesmen and soldiers plan and act in ignorance." With one or two word changes, this definition could apply equally well to the world of business and international trade. In competitive, markets—or, indeed, the not-for-profit sector—ignorance of other players’ actions, or of developments in the wider environment, can prove costly. In war, business and everyday life surprise can be a powerful strategic weapon. Of course, the more an individual, organization or country relies on information and communication technologies to manage its affairs, the greater its vulnerability to cyber-attack. Defensive information warfare has thus become a necessary ‘cost of doing business’ for many enterprises. In practical terms, this means identifying mission-critical information assets, conducting threat assessments, implementing information systems security and developing distributed counterintelligence capability.

The rise of the network society brings with it a host of unforeseen consequences. Developments in global terrorism, state-sponsored and otherwise, have exposed the limitations of highly centralized, bureaucratic intelligence services. As sub-state actors, supranational coalitions and other groups (e.g., organized crime) create stealth organizations and enthusiastically adopt the principles and methods of network-centric warfare the intelligence community is being forced to reexamine many of its operating assumptions. New challenges demand new structures, new forms of collaboration and greater operational flexibility. In short, the role played by intelligence in the conduct of human affairs has never been more complex or important.
Course Requirements and Evaluation

The course is lecture-driven. Attendance and participation throughout the course are expected. If a student misses more than two classes, no final grade will be awarded. Final grades will be based on a term paper, which will reflect your ability to engage analytically with a topic relating to strategic intelligence, broadly defined. Your paper should be in the form of one of the following: a scholarly article, an intelligence estimate, a competitor analysis or a consultant's report. This paper should constitute a substantive examination of a topic relevant to the content of the course, approved by the instructor. It should demonstrate (i) familiarity with the literature, concepts and methods covered in class, (ii) an ability to assess and synthesize information, and (iii) evidence of critical thinking. Work-in-progress will be presented in class mid-way through the semester to elicit feedback and guidance.

Grade Definitions

Definitions of letter grades (See: http://www.slis.indiana.edu/courses/forms/grades.html) have been defined by student and faculty members of the Curriculum Steering Committee and have been approved by the faculty as an aid in evaluation of academic performance and to assist students by giving them an understanding of the grading standards of the School of Library and Information Science.

Course Outline

This is an indicative outline. A number of guest speakers will be slotted into the schedule. The instructor reserves the right to make changes to both content and sequence.


Week 2  Competitive Strategy: Intelligence and strategy. Analyzing the structural dynamics of a marketplace. Porter's Five Forces Model of competition (new entrants, existing rivalry, substitutes, buyer bargaining power, supplier bargaining power) and other analytic tools.

Week 3  The Intelligence World(s): The nature and purpose of modern intelligence and intelligence services. An overview of the intelligence community. Typologies of intelligence and intelligence products.


Disruptive technologies.

**Week 6**  **Intelligence and Epistemology:** Human limits to intelligence. Cognitive biases and cultural blind-spots. Assessing sources and the quality of evidence. Generating alternative analyses and competing hypotheses.

**Week 7**  **Intelligence for Development:** Social development and intelligence imbalances: income, cognitive and communication gaps. Building national intelligence capability. Structural corruption and terrain opacity. Understanding contexts and cultures.

**Week 8**  **Intelligence Cultures.** Different national approaches to intelligence gathering. Industrial espionage and cyber-espionage. Threats to corporate and national economic wellbeing.


**Week 10**  **Terrorism and Counterterrorism Intelligence:** Terrorism: motivations, aims and methods. The threat spectrum. Psychology of terrorism and terrorists. Challenges facing counterterrorism intelligence services.
Relevant readings (Many are available on OnCourse along with other materials)


Journals
Journal of Intelligence Studies in Business
https://ojs.hh.se/index.php/JISIB/index

Intelligence and National Security
http://www.tandf.co.uk/journals/fint

International Journal of Intelligence and CounterIntelligence
http://www.tandf.co.uk/journals/tf/08850607.html