Principles of Competitive Intelligence
INFM 714
Completely Online
Fall 2016

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CATALOG DESCRIPTION:

The intelligence process and how to build business advantage by the collection and analysis of the capabilities, vulnerabilities, market positioning and strategic planning of competitors using open source information.

EXTENDED DESCRIPTION:

Intelligence, which originated with the needs of a government or military organization for knowledge of the external world, can be defined as a process, a product or an organization but it is characterized by the identification of requirements, the collection of information (ranging from raw technical data to individual expert knowledge) from all available sources, the processing of that information (e.g., decryption or data reduction), the analysis of that information (i.e., validation, integration and assessment of meaning) and lastly the creation of a product known as “finished intelligence” that is made available to the leadership in order to inform them of relevant events, threats or develop

Competitive intelligence is a derivative of governmental intelligence, as well as business marketing, economics and management, that is defined similarly: the collection, evaluation, analysis and application of legally available information relevant to the plans, decisions and operations of one’s business. Indeed, in today’s economic environment, competitive intelligence is equally applicable to every business entity – commercial, non-profit or even governmental service providers.

This course will consider the mechanisms, including the legal and ethical implications, by which competitive intelligence is practiced today. It will also examine the threat presented by economic espionage and the required counterintelligence strategies to
maintain competitive position and advantage. Topics will include an overview and comparison of the intelligence process in government and in business (i.e., the intelligence cycle), a detailed consideration of the requirements and the analytical segments of that process, a survey of current analytical tools, a survey of information sources and information acquisition activities, a survey of required personnel, physical and information security policies, and the necessary efforts in creating an effective CI unit within any business enterprise.

COURSE OBJECTIVES:

By the end of this course, students will:

- Define CI related terminologies in clear terms and understand the role of CI in organizations;

- Understand the ethical and legal constraints on the collection and disclosure of corporate information;
  
  o Understand the intelligence process in general and the competitive intelligence cycle in particular:

  o Tasking: What are the Key Intelligence Topics and Questions?

  o Collection: Use of primary and secondary sources to support the intelligence effort;

  o Analysis: What are the most significant analytical models; what are their strengths and weaknesses; and when to use (OR NOT USE) a specific model;

  o Reporting: Turning raw information into actionable knowledge.

- Understand the concepts of scientifically rigorous analysis in general, and the “Analysis of Competing Hypotheses” in particular.

- Explore potential career paths in the CI field

COURSE REQUIREMENTS AND POLICIES

Regular active participation are expected. All assignments are to be submitted in complete form and on time. Any delay in submission of assignments will affect the grading. Since the course is taught in seminar style, student participation is mandatory. The course will be informative, interactive, fun but also challenging. Participation, especially given the interactive nature of the course, is critical and mandatory.
Substantial discussion of readings, case studies, assignments, and CI project will enable students to lean the CI concepts and CI tools.

SUBMISSION OF ASSIGNMENTS

Timely completion of all assignments is essential in keeping pace with the course and in fairness to all class members. Work must be submitted by the due date. Assignments not submitted on time are either (a) late; or (b) missed.

- Late Work: Work received within 48 hours after the due date/time will receive a penalty of one-half of a grade.
- Missed Work: Work submitted more than 48 hours past the due date/time without prior approval will be given a grade of zero, an F.
- Mitigating Circumstances: We all occasionally experience personal or technological problems beyond our control. I will, of course, consider these types of problems on a case-by-case basis before assessing any "penalty" for late or missed work. Of course, a corollary of this is that I have to know about the problem in a timely manner! Therefore, requests for extensions of time must be made to me by the due date.

GRADING:

| **Discussion Board Participation (5)** | 25 points |
| **Individual Exploration** | 10 points |
| **Assignments** | 30 points |
| **Case Study Analysis** | 10 points |
| **Project:** | |
| **CI Project** | 25 points |

REQUIRED TEXT


Other suggested readings:


I. ASSIGNMENTS

Basically there are five assignments:

1. DISCUSSION BOARD PARTICIPATION

First, there will be five Canvas discussions in the course as pointed out in the schedule. Each discussion period will be for two weeks. These discussions will serve as knowledge sharing platforms providing good value for students to comprehend concepts discussed in the textbook chapters, readings, and case studies.
You need to participate actively in all five discussions. All these discussions are threaded discussions. The points you earn for each discussion depends on when you start participating (through posting), continuity of your participation throughout the period of two weeks, total number of your postings and quality of your postings.

Each Discussion carries 5 points to the total of 25 points. Due dates are in the syllabus.

2. CASE STUDY:

Second, keeping up with the CI professional applications in the industry. In that background, you will review a competitive intelligence case study available to you through literature survey and analyze the CI tools utilized in the case study. For example you can consider mobile telephone industry, automobile industry, pharmaceutical industry, energy industry, and so on. This assignment will be a good exposure to survey the CI literature and to understand the CI tools in the real world applications. In your analysis of the case study you should define the key intelligence questions, scope the requisite intelligence activities, analyze the necessary information, and develop your analysis to benefit the stakeholders. Remember the article should be current and should deal with one or more CI tools. You can consult professional literature (like Harvard Business Review, IT periodicals, CI literature, etc.) to find the case study. The website of the library will be helpful in scanning various data bases in the selection of your case study (http://lib.guides.umd.edu). If needed, the instructor will also assist you in the selection of your case study.

This assignment of case study analysis carries 10 points. DUE on November 7

3. INDIVIDUAL EXPLORATION

Third, an individual assignment, to be also submitted in the form of a report. It involves a choice of:

- Career exploration. The goal is to identify potential career paths in competitive intelligence: Titles, industries, job descriptions (use several examples)
- Resource Links: The goal is to compile a list professional associations/websites and answer the following three questions: What is CI?, Is CI espionage?, Ethics and CI (In addition to SCIP, you need to explore other websites)

You should submit a two page paper of your findings either on Career exploration, or Resource links.

This assignment carries 10 points. DUE October 24
4. **Special Assignments**

Fourth, includes special assignments that are given during the 14 week course. The objective of these assignments is to prepare you with hands-on experience in addressing various issues in Competitive Intelligence. The assignments include:

- Assignment #1: Prospect Research-- DUE October 3
- Assignment #2: SWOT Analysis-- DUE November 7
- Assignment #3: An Environmental Scanning Analysis Report—Due November 28

Each assignment carries 10 points. Due dates are already noted.

5. **CI Project**

Fifth, a term-long project with four phases involving developing a competitive analysis report/CI project. This CI project is to “Develop a Competitive Analysis Report” (i.e., the Project). You will probably get more out of the project assignment if you do it as a team of two or three people. For team assignments, each person will receive the same grade, unless there is overwhelming evidence to the contrary.

You should submit your CI project proposal on September 11.

This project will serve as a practical learning experience in understanding various issues in CI. Students are encouraged to work in teams of 2 or 3 on the project assignment. This assignment will result with a product of your final written report. The phases in this project are as follows:

Outlines of all three phases should be submitted for review on the due dates

**Phase 1: Business Case for a CI Team - Internet/Intranet, Collection/Resources, Policies and Procedures, Services Offered, Ethics**

Management has requested that you and your small ‘exploratory committee’ of marketing research employees look into several aspects of potentially forming a CI function at the firm. Specifically, they want you to brief them on the following items:

- What would the CI function’s charter objectives be?
- How will this new function benefit the firm above and beyond the current marketing research and press clipping efforts being made?
- What CI services will you offer? What would its main intelligence deliverables be during the first year?
- Who would you recommend the CI function report to and how often?
- How many employees would need to be assigned to the CI function and what specific backgrounds/skill sets would you seek in these individuals?
- What other resources would be necessary?
- What would the requested annual budget be? Justify costs.
- Recommend a code of ethics for this new team
Submit an outline. Due date October 10

Phase 2: Environmental Analysis

Using secondary searches and public filings means only identify key products, technology, processes and operating details relative to your assigned company/industry. The goal is to gain a solid understanding of the industry, of the specific company and to identify key products, trends and competitors.

Submit an outline. Due date October 31

Phase 3: Demonstrating Value - Performance Measures, Analysis & Reporting

Using a combination of secondary and primary research techniques, identify key competitive threats and competitive opportunities for your assigned company/industry. Identify specific primary research routes into the companies using secondary means from Phase 2. Include a contact list complete with call details. Be certain to contrast data collection and validation techniques that failed and those that succeeded. Describe why you feel this occurred.

Submit an outline. Due date is November 28

Phase 4: CI Strategies Briefing Presentation Session

The final written presentation of your CI report will require a full analysis and interpretation of the findings of the project. The goal is to present your findings in phases 1, 2, 3 and your learning from this process. Among others, the deliverables for the project must include the following:

▪ Project Title and Table of Contents

▪ Phase 1: Business Case for a CI Team
  ○ CI function’s charter objectives
  ○ CI services offered and value add (How will this new function benefit the firm above and beyond the current marketing research efforts?)
  ○ Main intelligence deliverables
  ○ CI function reporting structure and frequency
  ○ CI team structure (organizational chart), specific backgrounds/skill sets
  ○ Other necessary resources
  ○ Requested annual budget with cost justification or projected ROI.
  ○ Recommended code of ethics.

▪ Phase 2: Environmental Analysis
  ○ Industry Background and Trends
  ○ Competitive Landscape
• Phase 3: Demonstrating Value
  ○ Specific Project Objectives (scope)
  ○ Analysis of data
  ○ Summary of key findings – threats and opportunities
  ○ Recommendations to the company
• Phase 4: Lessons Learned
  ○ Methods of data collection and validation
  ○ Primary and Secondary Source Lists
  ○ Contact List and Call Detail Sheet

Students must submit a their final reports on schedule for evaluation.

**This assignment carries 25 points. Due Date December 11**

**ASSESSMENT**

The course will be conducted in a seminar style through discussion on Canvas to develop students’ analytical abilities in the CI space. The course is divided into specific linked segments to provide an incremental approach to building competencies, discussions, and student presentations, which are integrated to provide a comprehensive understanding to the CI field. Students are expected to actively participate, to ask questions, to identify readings related to the course content and to share experiences with other students.

**SYLLABUS CHANGE POLICY**

This syllabus is a guide for the course and is subject to change with advance notice.

**ACADEMIC INTEGRITY**

Work submitted in this course will be individual and original, in line with the University’s Academic Honor Code and Honor Pledge. Engaging in any academic dishonesty will result in consequences in line with university policies. Academic dishonesty includes but is not limited to plagiarism, cheating, buying work, multiple submissions of the same paper, forging signatures, submitting fraudulent documents, and facilitating the academic dishonesty of others. When writing papers, be sure to carefully and thoroughly cite all materials you use in writing your paper and make sure all ideas and quotations are properly acknowledged. Please visit the following website for more information on the University’s Code of Academic Integrity: http://www.studenthonorcouncil.umd.edu/code.html

On each assignment you submit you will be asked to write out and sign the following pledge. “I pledge on my honor that I have not given or received any unauthorized assistance on the exam/assignment”
STUDENTS WITH DISABILITY

Students with disabilities needing academic accommodation should: (1) register with and provide documentation to the Disability Support Services office, and (2) discuss any necessary academic accommodation with their teachers. This should be done at the beginning of the semester.

CLASSROOM ENVIRONMENT

As a graduate seminar, the classroom environment should be professional and respectful. Discussions should be based on course readings and critical thinking. Issues of policy can involve strongly held beliefs and current political controversies. Remember--your classmates may have different perspectives on issues than you, but they still deserve your respect. As another aspect of respect in the classroom environment, turn off or mute all phones and other communication devices during each class session. If you use your laptop in the classroom, limit the usage of the computer to course-related reasons (i.e., taking notes).

EXTENSIONS

Timeliness is extremely important in graduate work, and extensions will only be available during personal emergencies. Students who need to request an extension should discuss the matter in advance with the professor. If an extension is granted, the work must be submitted within the extension period to avoid grade penalties. Unexcused delays in submission of the paper will result in a deduction of half of a letter grade for each day the paper is late, while unexcused delays in presentations will result in a deduction of half a letter grade for each class meeting the presentation is late.

EMERGENCY PREPAREDNESS

Information about the status of the campus is available at http://www.umd.edu/emergencypreparedness/. If the campus is closed, please make sure to stay safe. Information about possible rescheduling of course activities will be provided via e-mail once the campus has reopened.

COURSEEVALUM

Participation in the evaluation of courses through CourseEvalUM is a responsibility that students hold as members of our academic community. Student feedback is confidential and important to the improvement of teaching and learning at the University. Please go directly to the website (www.courseevalum.umd.edu) to complete the evaluations at the end of the semester.
## COURSE SCHEDULE

Topics and Deliverables listed for sessions are only guidelines.

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topics and Deliverables</th>
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<tbody>
<tr>
<td>1</td>
<td>Aug. 29-</td>
<td><strong>Introduction</strong>&lt;br&gt;<strong>Definitions, Context, Analytic Process</strong>&lt;br&gt;Student Introductions&lt;br&gt;Review Syllabus: Within the course, the following professional competencies will be addressed:</td>
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<td>Sep. 4</td>
<td>- Techniques for developing expert knowledge in the business interests of an organization or client and the &quot;best&quot; information resources for that context&lt;br&gt;- Acquisition, verification, analysis, presentation and dissemination of competitive intelligence&lt;br&gt;- Evaluation of CI services, customer satisfaction, and impact on the bottom line of the organization.</td>
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<td>Intro to CI: History, Concepts, Definitions, Espionage, Ethics Legal &amp; ethical aspects of competitive intelligence including the SCIP Code of Ethics&lt;br&gt;The knowledge base and theoretical framework for the course content derives from the following literature:</td>
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<td>- Knowledge Management: Tools and techniques for knowledge acquisition, assessment, evaluation, management and organization and dissemination. Explicit Knowledge, Tacit Knowledge, Maps&lt;br&gt;- Information Policy: Role, organization and effect of information services within the organization. FOIA, CEA, US/global issues&lt;br&gt;- Project Management: Managing people, technology, and processes for successful project management. Requirements, Scope, Deliverables, Budget, ROI</td>
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|         |            | Text: Chapters 1 and 2<br>2. Sep. 5-<br>Sep. 11 | **Industry Analysis, Competitive Positioning, Communicating Results, and FAROUT Method**
Information collection (i.e., environmental scanning) – primary, secondary, and human resources including the art of elicitation

Chapters 3, 4, & 5

- **Post CI project proposals**

3. **Sep. 12-Sep. 18**

**Resources and SWOT Analysis**

The following commercial sites and association sites contain a variety of practical and hands-on tools and analysis techniques. These sites can provide valuable insight into CI concepts and consulting services.

- Association of Independent Information Professionals
  www.aiip.org
- Competia www.competia.com
- Cypher Systems www.cipher-sys.com
- Fuld & Company Inc. www.fuld.com
- Society of Competitive Intelligence Professionals (SCIP)
  www.scip.org
- CI Division of SLA [http://www.sla.org/division/dci/cihome.htm](http://www.sla.org/division/dci/cihome.htm)

Chapters 6 & 7

**Discussion #1 starts**

4. **Sep. 19-Sep. 25**

**Business Model Analysis and Benchmarking**

Introduction to analysis: The thinking process; issues on perception; the memory process and limitations

- Information Policy & Conducting CI Legally
- Privacy, Who owns the information?
- Government roles – Legal and regulatory frameworks
- Information Access, Internet, Other Sources
- Validation and Verification
- Global knowledge infrastructure
- Forecasting the future

**Knowledge Management**: An overview of the core knowledge management processes and how they relate to the competitive intelligence function, including identifying subject matter experts, identifying sources of intellectual capital and how to balance a need for new processes with respect to the organizational culture.
**Project Management**: Managing people, technology, and processes for CI projects
- Methodology: Define, Design, Deliver, Assess
- Deliverables: Scope of Work, Budget, Status Reports, Milestones, Change
- Requests, Scope Creep, CI Report and other deliverables

Chapters 8 & 9
**Discussion # 1 ends**

5. Sep. 26- Oct. 2

**Competitive Positioning and CSF**
Common failures in evaluating hypothesis; biases based on culture, organization or self-interest

- Leveraging Information Technology
- Data Mining
- Productivity Factors
- Running a CI Business
- Creating a CI culture and leveraging organizational knowledge
- Human factors and organizational resistance
- Collaboration, Partnering Teaming Skills
- Technology Infrastructure
- Time & Project Management
- User Needs Assessment and value of the services

Chapters 10, 11, & 12
**Discussion # 2 starts**

6. Oct. 3- Oct. 9

**Driving Forces and Time Line Analysis**
Introduction to PMI and project life cycle

- PMI Introduction and Project Cycle
- Phase 1- Business Case for a CI Team
- Internet/Intranet, Collection/Resources, Policies and Procedures,
- Services Offered, Ethics
- Phase 2 - Environmental Analysis
- Using secondary searches and public filings means only to identify
- key products, technology, processes and operating details relative
- to your assigned company/industry.
- Goal is to gain a solid understanding of the industry, of the specific company and to identify key products, trends and competitors.
- Issues - Scope Creep

Chapters 13 & 14

**Assignment # 1 due**

**Discussion # 2 ends**

7. Oct. 10-Oct. 16

**Early Warning Analysis and Business Blind spots**

Scientifically rigorous analysis on structuring & strategies

- Present results of research across a variety of cultures and contexts.
- Focuses on audience analysis and adaptation, developing and organizing ideas and creating effective visual materials.
- Project Team Planning Session for:
  - Phase 3: Demonstrating Value - Performance Measures, Analysis & Reporting

- Using a combination of secondary and primary research techniques, identify key competitive threats and competitive opportunities for your assigned company/industry.
- Identify specific primary research routes into the companies using secondary means from Phase 2.
- Strategic calling points cluster map (strategization)
- Contact list complete with call details.
- Contrast data collection and validation techniques that failed and those that succeeded. Describe why you feel this occurred.
- Building a Call Strategy
- CI Maps

Chapters 15, & 16,

**Discussion # 3 starts**

**Phase 1 outline of CI project Due**

8 Oct. 17-Oct. 23

**Individual Exploration Presentations**

- Career Opportunities & Resource Links
- Collection Methods - Data Collection, Analysis and Verification Techniques
- Secondary Searches / Open Sources
- Basic business information sources
- Multi-source approach, Oral sources, Finding Experts
- Finding basic company information
- Public filings, Monitoring Company & Industry News
- Primary and Secondary Research Techniques
- Public versus Private Companies

Chapter 17
Discussion # 3 ends


Linchpin Analysis

CI Project Phase 2: Environmental Analysis
Traditional Part I : analytical approaches : strategic analysis including Porters Five Forces model and SWOT analysis

- Reading the environment
- Industry Background and Trends
- Industry Profiling and Sources
- Competitive Landscape
- Competitor profiling
- SWOT analysis and gap analysis
- Financial analysis.
- Cultural, ethical, and legal differences.
- Elicitation Techniques
- Project Team Planning Session for:
  - Phase 4: Strategies Briefing Presentation
  - Review Lessons Learned and Deliverables
  - Self and team evaluation by each team member
  - Methods of data collection and validation
  - Primary and Secondary Source Lists
  - Strategic Calling Points - Cluster Map
  - Contact List and Call Detail Sheet

Chapters 18 & 19
Individual Exploration Submission
Discussion # 4 starts

10. Oct. 31-Nov. 6

McKinsey &S Analysis and Product Line
Traditional analytical approaches Part II: Competitive and customer analysis techniques including blind spot analysis,
Porter’s competitor analysis framework, customer value analysis (CVA)

- CI Best & Worst Case Studies - Case Discussions & Lessons Learned
- Analysis and Verification of Data
- Interaction between the collection and analysis phases
- Methods to analyze creatively, how to recognize gaps and blind-spots
- Formulating CI Recommendations
- Project Team Consultation for Final Presentation:
  - Phase 4: Strategies Briefing Presentation
  - Practice Team Presentation
  - Review Deliverables

Chapters 20, 21 & 22

**Phase 2 outline of CI project due**

**Discussion # 4 ends**

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**11. Nov. 7 - Nov. 13**

**SERVO Analysis and Shadowing**

Traditional analytical approaches III: Environmental analysis techniques including especially issue analysis STEEP analysis and scenario analysis

- Analysis of opportunities and threats faced by organizations and their related strategic and tactical decisions.
- How environmental forces influence the success or failure of a strategic plan and how to use intelligence techniques to understand these forces
- Counterintelligence and security

Chapters 23 & 24

**Discussion # 5 starts**

**Assignment # 2 Due**

**Case Study due**

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**12. Nov. 14 - Nov. 20**

**SCM and Others**

- Discussion of Issues
- Future of CI

Chapters 25 & 26
Nov.23-27  THANKSGIVING BREAK

13. Nov. 28-
   Dec. 4  Technology Forecasting. Win-Loss Analysis
   Chapters 27, 28 & 29
   Assignment # 3 due
   Phase 3 outline of CI project due
   Discussion # 5 ends

14. Dec. 5-
   Dec. 11  Wrap-up
   Submission of Final CI Project Report
## Assignments, Deadlines, and Points

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<th>Assignments</th>
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<td>1. Discussions:</td>
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<tr>
<td>Discussion # 1</td>
<td>Starts on Sept. 12 and ends on Sept. 25</td>
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<td>Discussion # 2</td>
<td>Starts on Sept. 26 and ends on Oct. 9</td>
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<td>Discussion # 3</td>
<td>Starts on Oct. 10 and ends on Oct. 23</td>
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<td>Discussion # 4</td>
<td>Starts on Oct. 24 and ends on Nov. 6</td>
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<td>Discussion # 5</td>
<td>Starts on Nov. 7 and ends on Nov. 28</td>
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<tr>
<td>2. Case Study</td>
<td>Due on Nov. 7</td>
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<td>3. Individual exploration</td>
<td>Due October 24</td>
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<td>4. Special Assignments:</td>
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<td>Assignment # 1</td>
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<td>Assignment # 3</td>
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<td>5. CI Project:</td>
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<td>Project proposal</td>
<td>Due September 11</td>
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<td>Phase 1 outline</td>
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<td>Phase 2 outline</td>
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<td>Phase 3 outline</td>
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<td>Phase 4:WRITTEN REPORT</td>
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INFM 714 Competitive Intelligence
Prof. T. Kanti Srikantaiah, Ph.D.

Assignment #1: Prospect Research

Recently, a new interdisciplinary field has emerged and has grown exponentially within a short period of time in both for profit sectors and not for profit sectors. Several billions of dollars are already invested in this new area. The field emphasizes capturing strategic information, analyzing markets, designing databases, developing document repositories, developing policies at the macro as well as at the micro levels and establishing procedures. In addition, it involves a thorough understanding of enabling systems and technologies and diverse ingredients of the business processes, including human psychology to motivate staff and stakeholders to contribute to the enterprise.

Your university, powerfully situated to take advantage of these developments, has decided to explore the possibility of a new academic program at both undergraduate and graduate levels. Since the field is interdisciplinary, the university has established a committee of experts drawn from various schools and departments of the university to submit a proposal, focusing on plans (short term and long term) and resources required.

When the committee submitted the proposal, the Board unanimously approved the proposal with one condition: the new program should operate on a self sufficient basis. The program should generate funds to initiate the program and to cover the cost of the program on an on going basis. The Board has also informed the University Fund Raising Unit to give the necessary support for the schools and departments in raising funds.

You have been hired as a competitive intelligence professional to address the fund raising issue. Develop a detailed methodology to assist the university to raise sufficient funds to launch the new program and to sustain the program.

Report should not be more than 4 pages.

Due October 3
Assignment #2: SWOT Analysis

SWOT provides a clear understanding of Strengths, Weaknesses, Opportunities, and Threats in an organization. It is an effective way of examining those four areas to strengthen the organization. It will provide a blueprint pointing out where the organization is strong and where the opportunities exist to capitalize those strengths. The analysis will also reveal what areas in the organization are weak and need to be addressed to improve the existing condition. The analysis will also caution the organization the threats to watch out pointing out what needs to be done in order to sustain.

The purpose of this exercise is to gather, analyze and critically evaluate information to assist in all areas of decision-making. This exercise is particularly useful in the strategic planning area. For your class project, carry out a SWOT analysis collecting information to questions such as (depending on the project, you may like to add your own questions):

- What are the positive characteristics and advantages?
- How do insiders perceive strengths?
- How do outsiders perceive strengths?
- What are the negative characteristics and disadvantages?
- What insiders think as weaknesses?
- What outsiders think as weaknesses?
- What areas should be avoided?
- What opportunities exist to improve?
- What trends can be followed to benefit?
- What factors block the progress?
- How are the competitors doing?
- Is technology affecting the establishment?
- Do cash-flow problems exist and affecting the growth?
- Do weaknesses affect performance?
- Etc.

Using the matrix provided in the attachment, document strengths, weaknesses, opportunities and threats of your project. Based on the statements you made on the matrix, discuss the issues in a narrative form related to strengths, opportunities weaknesses, and threats.

You can integrate your SWOT analysis into your final project report.

DUE November 7
**Attachment**

**SWOT Analysis**

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Assignment #3: Develop an Environmental Scanning Analysis Report

This assignment will serve as a practical learning experience in understanding various issues in environmental scanning attributed to competitive intelligence. Students are encouraged to work in teams to get better rewards.

Two scenarios:

1. Management has asked you to look into aspects of forming an environmental scanning function in the organization. Specifically, you need to address:

   ♦ How do you explain ES and its relationship to the organization?
   ♦ What would the ES charter objectives be?
   ♦ How will this new function benefit the organization?
   ♦ Where should the ES function be placed in the organization?
   ♦ What resources are needed?
   ♦ How do you justify costs?

2. Your firm plans to invest in one of the following companies:

   ♦ Health care industry
   ♦ Automobile industry
   ♦ Insurance industry
   ♦ Publishing industry
   ♦ Telecommunications technology

   Using a combination of secondary and primary research techniques, identify key competitive threats and competitive opportunities for your firm in dealing with these industries. Scan the environment and produce a briefing report for the top management for action. Your report should include the industry background and trends and competitive landscape.

Prepare reports on both scenarios.

DUE ON NOVEMBER 28A