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Spring 2007
Wed 5-8PM
SOC

IR-598: INTERNATIONAL BUSINESS INTELLIGENCE AND SECURITY PRACTICES

Strategic intelligence has long been recognized as an essential ingredient of national security. In recent years, traditional concepts of intelligence have been adopted by private industry for strategic planning, to learn more about domestic and foreign competitors in the marketplace, and to protect proprietary information and trade secrets in the private sector, especially in doing business overseas. These processes have become known as international business intelligence and industrial security. After 9/11, the private sector has also become responsible for protection of the U. S. infrastructure, 85% of which is privately controlled, and for assistance to government in maintaining domestic security.

The purpose of this course is to introduce various aspects of international business intelligence and industrial security and give the student some familiarity with the terms, concepts, and operational aspects of these processes in the private sector. In order to provide the best learning outcome, the lectures and presentations will be supplemented by a team exercise in which the students will be able to apply the "lessons learned" in class. This will lead to the development of a "risk and threat" plan for a simulated foreign investment to be prepared by the teams.

Grading of students will be based on a mid-term and a final exam, participation in class discussions, and the team "risk analysis" exercise. Attendance will be taken at each session and unexcused absences will result in lowered grades. No prior knowledge of intelligence or national security matters is required.

INSTRUCTOR: The instructor, Arthur S. Hulnick, is Associate Professor of International Relations in the College of Arts and Sciences, and a veteran of more than 35 years in the profession of intelligence. Mr. Hulnick served as an intelligence official in the Central Intelligence Agency, and since his retirement in 1992, has been a writer and consultant on intelligence, in addition to his teaching duties. He is a former member of the Society of Competitive Intelligence

Professionals (SCIP), and a current member of the American Society for Industrial Security (ASIS).

READINGS:

Leonard M. Fuld The Secret Language of Competitive Intelligence (NY: Crown Business, 2006)

Robert J. Fischer and Guion Green Introduction to Security (Boston: Butterworth-Heinemann, 1998, Seventh Edition)

John Nolan Confidential: Business Secrets, Getting Theirs--Keeping Yours (Medford Lakes NJ: Yardley Chambers, 1999)

Arthur S. Hulnick Keeping Us Safe: Secret Intelligence and Homeland Security (Westport CT: Praeger, 2004)

The listed publications will be supplemented by articles drawn from the professional publications of SCIP and ASIS. Readings, other than those listed in the syllabus, may be assigned. Each subject in the course will be accompanied by a study sheet that will provide terms for study, study questions for review, and assigned and suggested readings. Some suggested readings will be available on reserve in the library.

GRADING: Grades will be based on the mid-term (20%), the team project (33%), a final exam (33%), and participation in class discussions (15%). Unexcused absences will result in a reduction in grade.

NOTE: The last day to drop the course without a W is 23 February. The last day to drop the course with a W is 23 March.

ACADEMIC CONDUCT: Students are responsible for understanding and following the provisions of the CAS Academic Code. Copies of the code are available in CAS 105. Cases of suspected academic misconduct will be reported to the Dean's Office.

COURSE OUTLINE: This outline is subject to change. Changes will be announced in class and included in the study sheets.

Jan 17 Introduction to the Course

Discussion of the syllabus, reading assignments, exercises, examinations and grading. Explanation of the team project. Discussion of student and instructor backgrounds.

Introduction to International Business Intelligence

Definitions of strategic and business intelligence. Explanation of risk management, competitor intelligence and industrial security. Discussion of intelligence theory and basic principles of intelligence operations.

READINGS: Hulnick, Chap. 11; Fischer and Green, Chap. 1; Fuld, pp. 1-19

Jan 24 Threats to Business and Industrial Security

Foreign and domestic organized crime. Industrial espionage and the threats from foreign intelligence services. Political and economic instability in the overseas environment. Problems in international security, including terrorism and global crime. Cybercrime. Competitors and adversaries.

READINGS: Hulnick, Chaps. 2, 3 ; Fischer and Green, Chaps. 20, 22

Legal and Ethical Issues in Business Intelligence

Guidelines for business intelligence practices. Moral issues in business intelligence. Comparison of American and foreign practices in business intelligence. Legal issues in international intelligence practices. Government's role in business intelligence and industrial security.

READINGS: Fischer and Green, Chap. 7; Nolan, pp. 101-130; 187-204

Jan 31 Business Intelligence for Strategic Planning

Understanding strategic planning in international business. Integrating strategic planning with overseas investment and marketing strategies. The role of intelligence in strategic planning. Planning cycles and intelligence. Planning for operational and industrial security.

READINGS: Fischer and Green, Chaps. 2,3; Fuld, pp. 19-43

Establishing the Business Intelligence Unit (BIU)

Cost-benefit issues in creating a BIU. Convincing management that a BIU is cost-effective. Strategies for BIU management. Integrated versus consultant BIUs.

READINGS: Fuld, pp. 45-118; Nolan, pp. 17-43

Feb 7 Data Collection for International Business Intelligence and Industrial Security

Understanding intelligence collection in the business context. Establishing data requirements. OSINT and grey intelligence. Limits of HUMINT in the business intelligence context. Protection of sources and methods. Governmental source materials for a BIU. Understanding data collection for threat analysis and industrial security.

READINGS: Hulnick, Chap. 4; Fisher and Green, Chap. 8; Fuld, pp. 119-164; Nolan, pp.43-100

Feb 14 Research and Analysis for International Business Intelligence and Industrial Security

Understanding the analysis and production process in international business intelligence. Forms of intelligence and their products. Methods for international business intelligence research and analysis. Integrating intelligence products in the business system. Delivering intelligence to decision makers. Understanding threat analysis for industrial security.

READINGS: Hulnick, pp. 85-102

Analysis, Estimation and Forecasting

Methodologies for intelligence analysis. The art of long-range forecasting in international business. Constructing Terms of Reference. Methodologies for different forms of international business intelligence analysis.

READINGS: Fuld, pp. 211-236

Feb 21 Corporate Risk Analysis

Understanding the role of intelligence in overseas investment strategies. The overseas investor and crisis management. The role of warning intelligence and current intelligence for doing business abroad. Relationship between risk analysis and industrial security.

Exercise: Explaining the "Risk and Threat" team project, naming teams and understanding how to proceed.

READINGS: Hulnick, Chap. 10;

First Team Project Planning Meetings

Feb 28 No Class – Instructor at the ISA Convention

Mar 7 Competitive Intelligence

The role of intelligence in understanding competitors in the marketplace. Personality and company analysis. Corporate "brain-mapping." Intelligence products for competitive intelligence. Competitive analysis and strategic planning. Foreign aspects of competitive intelligence.

READINGS: Nolan, pp. 109-117; Fuld, pp., 135-164

Second Team Project meetings

Mar 14 No Class--Spring Recess

Mar 21 Mid-Term Exam

Mar 28 Case Studies in Organized Crime and Industrial Espionage

Foreign organized crime. Impact on domestic and overseas business practices. Specific cases involving Russian and Asian gangs. Spy cases against American industry. FBI and police response. The new Economic Espionage Act and its ramifications. Covert action in private industry

READINGS: Fischer and Green, Chaps. 16-19

9/11, Homeland Security and the Private Sector

The attacks on the US and the response of the private sector. Contingency planning for terrorism. The role of the private sector in homeland security. Private security as first responders.

Readings: Hulnick, Chaps. 1, 6, 7

April 4 Industrial Security I (Physical Security)

Understanding threats to physical plant and property at home and abroad. Perimeter and entrance protection. Surveillance systems. Building defenses and monitoring systems. Protecting against crime and security forces in the foreign environment.

READINGS: Fischer and Green, Chaps. 9, 10; Nolan, pp. 190-220

Industrial Security II (Personnel Security)

Protection of personnel at home and abroad. Dealing with internal and external crime. Protecting against riots and natural disasters. Methods in personnel hiring and clearance procedures. White collar crime and preventive measures.

READINGS: Fischer and Green, 11, 14, 15

Apr 11 Industrial Security III (Operational and Information Security)

Protection of operations at home and abroad. Loss control. Disaster and crisis planning. Rehearsing for crisis. Information protection. Encryption standards for protection of data. Learning from government in "infosec." Seeking assistance in foreign business operations.

READINGS: Fischer and Green, Chaps. 16, 21; Nolan, pp. 221-270

Apr 18 No Class-- BU on Monday Schedule

Apr 25 Team Presentations

Each team will have 15-20 minutes to present the results of the Risk Analysis exercise. The final version of the team paper will be turned in at this time.

May 2 **Wrap-Up**

Review of the team presentations. Final discussions of the main issues. Final exam review.

May 9 **Final Exam**