

Arthur S. Hulnick
Department of International Relations
156 Bay State Road
Office Phone: 617-353-8978
ahulnick@bu.edu
Office Hours: Tues 2-4 PM;Thurs. 3-5 PM

Spring 2015
Wed 5-8PM
KCB 104

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 is currently a member of the American Society for Industrial Security (ASIS).

READINGS:

Books for Purchase:

Ronald L. Mendell The Quiet Threat: Fighting Industrial Espionage in America 2nd Edition (Springfield IL: CC Thomas, 2011)

Leonard M. Fuld The Secret Language of Competitive Intelligence (NY: Crown Business, 2010)

Philip P. Purpura Security: An Introduction (Boca Raton FL: CRC Press, 2011)

Robert McKellar A Short Guide to Political Risk (Burlington VT: Gower, 2010)

The listed publications will be supplemented by articles drawn from professional publications. 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. These readings will be available on Blackboard.

GRADING: Grades will be based on the mid-term (20%), the team project (33%), a final exam (33%), and participation in class discussions (12%). Unexcused absences will result in a reduction in grade.

NOTE: Please check the University calendar to determine when the course may be dropped with or without a W.

ACADEMIC CONDUCT: Students are responsible for understanding and following the provisions of the CAS Academic Code. You are expected to provide citations in papers for all quotations, paraphrases, and ideas taken from any source other than your own original thoughts. Punishment for plagiarism is severe, and could include expulsion from the university. Copies of the Academic Code are available in CAS 105.

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

Jan 21 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: Mendell, Introduction; Purpura, Chap. 1; Fuld, Chaps. 1,2; McKellar, Chap. 1

Jan 28 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: Purpura, Chap 3; Mendell, Chap. 6

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: Mendell, Chaps. 1-3; Fuld, Chap. 5; Purpura, Chap. 2; McKellar, Chaps. 2, 3

Feb 4 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: Mendell, Chap. 4

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: Mendell, Chaps. 5-6

Feb 11 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: Fuld, Chap. 4; Mendell Chaps. 11-12

Feb 18 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: Fuld, Chap. 6; McKellar, Chap. 4

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.

Feb 25 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: Purpura, Chap. 1; McKellar, Chaps. 5,6

Mar 4 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: Fuld, Chap. 3, 5, 7-9

First Team Project meeting

Mar 11 Spring Break – No Class

Mar 18 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: TBA

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: Purpura, Chap. 12

March 25 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: Purpura, Chap. 7

Second Team Project Meetings

Apr 1 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: Purpura, Chap. 6

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: Purpura, Chap. 8

Apr 8 Third Team Meetings

Teams will meet to prepare the final version of the Risk Analysis and the team presentation.

Apr 15 First Set of Team Presentations

Each team will have 15-20 minutes to present the results of the Risk Analysis exercise.

April 22 No Class--Monday Schedule

April 29 Second Set of Team Presentations

All team papers are due at this time.

Final Exam Discussion

TBA

Final Exam