TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Information Management

MMIM 582 COMPETITIVE INTELLIGENCE

Trimester Two 2007

COURSE OUTLINE

Contact Details

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Course Dates: **9 July 2007 to 12 October 2007**
Course Time: **Mondays, 7.40-9.30 p.m.**
Venue: **Railway, RWW 128**

Course description:

MMIM 582 examines the use of ethical Competitive Intelligence (CI) techniques for information gathering on competitors, the market, and environment. CI enables 'actionable intelligence' to be generated for strategic and tactical management decisions. An ethical approach is necessary to avoid misconceptions of industrial espionage.

Students will gain a broad introduction to:
- the value of information and intellectual capital to organisations;
- competitive intelligence cycle functions, the role of counter-competitive intelligence, and the work of CI units;
- company structures and financial reporting requirements;
- intellectual property and related legislation;
- a range of hardcopy and electronic competitor and business information sources;
- ethical behaviour when conducting CI;
- importance to organisations of awareness of competitor activity and the external factors affecting success;
- information of value to organisations: external and internal, and its likely availability, covering sources and protections;
- use of DIALOG (or other) online host database as a CI source;
- Web techniques for CI;
- the importance of organisational culture in CI;
- personal qualities required for success.

Learning objectives:

By the end of this course students will be able to:
1. Undertake library and Internet research, and record their findings according to standard academic requirements.
2. Understand some of the important historical, philosophical, technical, and commercial principles underpinning competitive intelligence
3. Evaluate the business opportunities and limitations that competitive intelligence considerations place upon managers.
4. Appreciate the use of competitive intelligence as a management tool, and how it can contribute to the organization's general governance framework.
5. Discuss competitive intelligence, what it is, what makes it important, and what the consequences can be for managers in business and government.
6. Explain the ethical considerations and practices that must be adhered to within competitive intelligence units.
7. Provide advice regarding counter competitive intelligence activities to safeguard an organization's intellectual assets.

Time commitment

To achieve satisfactory grades, you should expect to spend around 12-15 hours per week on MMIM 582 (including time spent in the weekly session). Most sessions will commence with an overview of the topic for the week, case study examples and discussion. Case study and relevant articles will be made available via Blackboard the week before the session. The idea is to stimulate discussion and get students thinking about the subject area in a typical business context. Hands-on computer-based sessions will take place as workshops on the use of DIALOG for Competitive Intelligence (times and place will be advised in due course). The balance of your time should be spent reading any provided material, on Blackboard and on the Internet, and doing your preparation work for the weekly session and assignments.

Mandatory course requirements:
- Completion of written projects on time, and in format required.
- Attending at least 9 of the sessions, including the workshop.

MMIM 582 text and additional recommended reading

The text for MMIM 582 is:

> Murphy, C. (2005). *Competitive Intelligence: Gathering, analysing and putting it to work*. Aldershot: Gower. ISBN 0566085372

This text is not prescribed, but is strongly recommended; it provides a solid foundation for all the areas of Competitive Intelligence and will be referred to throughout this course, supplemented with some online readings. It is available from sites such as Amazon for around $120-$140.

Recommended reading

There are various books on competitive intelligence such as:
- Blenkhorn, D. L. & Fleisher, C. S. (Eds.) (2005). *Competitive Intelligence and Global Business*. Westport, CT: Praeger Publishers
- Blenkhorn, D. L. & Fleisher, C. S. (Eds.) (2003*). Controversies in Competitive Intelligence: The Enduring Issues*. Westport, CT: Praeger Publishers
- Fuld, L. M. (2006). *Secret Language Of Competitive Intelligence: How to see through and stay ahead of business disruptions, distortions, rumors, and smoke*. New York: Crown Business

- Fuld, L. M. (1998). *Monitoring the Competition: Find out what's really going on over there*. New York: Wiley
- Gilad, B. (2004). *Early Warning: Using competitive intelligence to anticipate market shifts, control risk, and create powerful strategies*. NEW YORK: AMACOM.
- Gilad, B. & Gilad, T. (1988). *Business Intelligence System: A new tool for competitive advantage*. New York, NY: American Management Association
- Vibert, C. (2004). *Competitive Intelligence: A framework for Web-based analysis and decision making*. Mason, Ohio: Thomson/South-Western

Any one of these would be suitable background reading. In addition, students will be provided with PDFs of relevant journal articles for discussion in-class across a range of topics. For those considering a career in CI the main professional association is the Society for Competitive Intelligence Professionals (SCIP) http://www.scip.org/, which has a chapter in most US states and some international affiliates, in the UK for example. The Special Libraries Association, http://www.sla.org/, has a competitive intelligence division for members. Students can join for $US35.

Course Resources
Extensive use will also be made of the Internet to obtain current material. Student assignments will also be prepared from information available in the library and on the Internet, but care should be taken to ensure that only authoritative sources are used. Because the topics dealt with change so fast, reading lists and papers will be made available through Blackboard. Use will also be made of the teaching and communications potential available through Blackboard.

Course schedule
MMIM 582 will be held in the second trimester (July-October) of the 2007 academic year. There will be no sessions for two weeks during the mid-trimester break (20 August-2 September).

Weekly classes: there will be a class each week, from 7.40-9.30 p.m., at the Railway Building, RWW 128.

Note: during weeks 4 and 5 there will be a hands-on computer lab-based workshop, details to be finalised later dependent upon venue availability.

Timetable

Week	Date	Topic	Readings
1	9 July	Overview of competitive intelligence and introduction to assignments	Murphy, Ch 1-3
2	16 July	Discussion of P and G case study; CI systems and approaches	Murphy, Ch 3-5 and 13; Online readings
3	23 July	Primary and secondary sources	Murphy, Ch 7-15
4	30 July	Workshops on:	Workbooks to be provided
5	6 Aug	• Web-based searching • DIALOG session	Workbooks to be provided
6	13 Aug	Financial analysis	Murphy, Ch 16-21. Workbooks to be provided
7	3 Sept	National differences in attitudes and approaches to CI	Online readings
8	10 Sept	Ethical issues in CI	Murphy, Ch 6 and online readings
9	17 Sept	Counter competitive intelligence	Murphy, Ch 24 and online readings
10	24 Sept	Origins of CI and development of a CI timeline	http://km.lboro.ac.uk/kmci/
11	1 Oct	Research into the reasons for CI failures – a case study example	Online readings
12	8 Oct	Final review and discussion of implications for CI careers	Online readings

Assessment

Assignment	Date due	Value	Length
1. Competitive intelligence report	10 Sept.	50%	2200 words max.
2. Essay on ethics	1 Oct.	35%	1600 words max.
3 CI Historical example	8 Oct.	15%	600 words max.

Late assignments

In keeping with standards of professionalism appropriate to this programme, it is expected that deadlines will be honoured. In fairness to students who complete work on time, work submitted after the due date / time will incur penalties for lateness. The penalty is up to 5% of the report's grade per day (or part thereof) up to one week after the due date. Assignments will not be accepted after this date unless an exemption has been granted by the course coordinator. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of this penalty, but this needs to be discussed with the Course Coordinator as soon as possible.

Word count

All work submitted MUST contain a word count, easily available from your word-processing program. Bibliographic references are not counted. The word count should appear under your name. (**Note**: your name should appear only on the back of the last page of the assignment.

Presentation

Assignments must be submitted in hard copy. They should be computer-formatted, 12pt font, 1.5 line spacing, single sided papers, to allow for written comments on the paper. Where appropriate, use should be made of the APA bibliographic convention, available from:

> http://general.rau.ac.za/library/bibweb/html/index.htm

Plagiarism

You should read and take heed of the statement on collaboration and plagiarism on the VUW website; you *must* acknowledge all sources you use.

You are expected to present information in your own words, based on your understanding of the background material you read. ***Any assignment which is extensively plagiarised will receive an automatic fail grade***.

Online information
You will be required to use the resources for this course in the Blackboard online learning environment:

> http://blackboard.vuw.ac.nz/

The Blackboard Web-based learning environment will be used to post additional reading material, course information notices, and enable ongoing electronic discussion forums on topics or issues introduced in or out of class. Students are also encouraged to use Blackboard for information sharing, and to post questions for electronic and in-class discussion. You should also read the appropriate module Web pages in conjunction with the module readings and any course notes.

If you have any difficulties logging on please contact the Help Desk, at:

> its-service@vuw.ac.nz

General University information

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office
The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office
The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1).

The office is available for the following:

- Duty tutors for student contact and advice.

- Information concerning administrative and academic matters.

- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).

- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Statutes and Policies

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hardcopy or under "about Victoria" on the VUW homepage at:

http://www.vuw.ac.nz/home/about_victoria/calendar_intro.html

Information on the following topics is available electronically at:

http://www.vuw.ac.nz/home/studying/downloads/course_outlines_general_information.pdf

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all

times. Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

> *The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

> *Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

http://www.vuw.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.