**Competitive Intelligence**

**Chapter 4 & 5**

**Homework 3**

**Following are 20 questions, each worth five points.**

**Text: Early Warnings (Chapter 4)**

1a) Drawing from the text, define what a Strategic Early Warning System is:

b) What role(s) does an SEWS play for an Organization?

2) It’s desirable to know about Competitor behavior in advance. What is the paradox of information on Competitor’s future plans?

3) What is the difference between Strategic and Tactical information? Elaborate.

4) Douglas Bernhardt says “Warning indicators are often based on an assessment of capabilities only with intent implied. This is dangerous.” In your own words, what does the author mean?

5) List the Four Objectives of an SEWS. Elaborate.

a)

b)

c)

d)

6) What is the impact of the “probability” of a Competitor event on SEWS?

7) Michel Dell developed a product or idea in his garage (actually, in his dorm room). What was it and how it impact giants such as IBM?

8) What are (three) benefits of an effective SEWS program. Elaborate.

**Readings: “Do you really know what the competition is doing?”**

1. Relationship mapping is performed at  
   a) three levels: institutional, corporate and persona/individual.  
   b) two levels: corporate and individual/personal.  
   c) at the personal level (who does their CEO play golf with?).  
   d) two levels: corporate and institutional.   
    **Readings: “How to anticipate wrenching change”**
2. What are three ways to avoid being overwhelmed by inevitable change (list and briefly describe):

a)  
  
  
b)   
  
  
c)

**Text: Intelligence Work (Chapter 5)**

1. List and explain the six basic questions that define intelligence needs.

**Who**:

**What**:

**Where**:

**When**:

**Why**:

**How**:

1. What is the difference between “open source” information and “human-source” information?

1. What is the difference between Collection and Collation of information?
2. Under “Analysis and Production” the author lists three values that best serve users interests. List them, and explain from who’s perspective (the Organization or the Competition).
3. Beyond the obvious, why is “Defining the Problem” important in CI?

1. What is a hypothesis? What is a null hypothesis?
2. What is meant by “cognitive bias”?

1. Why should an analyst not assume that the opposition thinks rationally? What “non-rational” considerations come into play in organizational behavior and planning?

**Readings: Improving Intelligence Analysis**1. The author provides a checklist of activities to improve intelligence analysis. What are the first three steps he lists: list and briefly describe.   
a)  
  
  
b)  
  
  
c)  
  
  
**Reading: The Intelligence Process: A Management Checklist**2. How does Fuld answer his own question: “How can we motivate staff to contribute information? “