Teaching guide

IDENTIFICATION DETAILS

Degree:	Intelligence (UFV-Awarded Title Associated with International Relations)

Field of Knowledge:	Social and Legal Science

Faculty/School:	Law, Business and Governance

Course:	INTELLIGENCE AS A PROCESS

Type:	Compulsory Internal	ECTS credits:	6

Year:	1	Code:	70111

Teaching period:	Second semester

Teaching type:	Classroom-based

Language:	English

Total number of student study hours:	150

Teaching staff	E-mail
Marta Summers Montero	marta.summers@ufv.es

SUBJECT DESCRIPTION

In this second subject, the Intelligence Cycle will be studied in-depth, thus achieving an understanding of all its phases and applying in practice how raw information becomes intelligence.

GOAL

Intelligence has become a fundamental discipline in international relations. In this subject, students will understand how to develop intelligence from raw information, being able to practice with all the phases of the intelligence cycle (this time, emphasis will be made on Management and Collection phases).

The specific aims of the subject are:

Understanding and description of the Intelligence Cycle and its evolution.

Need of intelligence.

Intelligence Plan. What it is, how to elaborate it.

Collection: which sources are useful? Multi-Intelligence model.

OSINT obtention techniques.

Introduction to analysis techniques, as well as to reporting and dissemination.

PRIOR KNOWLEDGE

Basic knowledge of intelligence, studied in the first subject of the course.

COURSE SYLLABUS

UNIT 1. Intelligence as a process: The Intelligence Cycle.
a) Historical introduction to the Cycle. Sherman Kent as its creator.
b) Evolution of its phases until present.
c) Different versions depending on the institution.
d) Current phases of the Cycle, that will be studied along the course:
Management.
Collection.
Elaboration.
Analysis/interpretation.
Dissemination.
Feedback.
e) Differences between the Intelligence Cycle and Knowledge Management.
f) Criticism of the Intelligence Cycle.
g) Technology and the Intelligence Cycle.

UNIT 2. Management: how to ellaborate an Intelligence Plan.
a) Need of Intelligence.
b) Design of the Plan. Required elements: 5W (what, who, why, when, how).
Objective.
Information to obtain.
Timeline.
Available resources (material and human).
c) Budget. Coordination, control and organization of the coming phases.
d) Useful techniques:
Brainstorming.
Conceptual maps.
The art of the question.
OSINT searches to contextualize the problem.

UNIT 3. Collection: disciplines and techniques for obtaining HUMINT, OSINT, IMINT, SIGINT, etc.
a) Definition.
b) Characteristics of this phase:
Detailed and complete information.
'Multi-intelligence' model: the more sources, the fewer failures.
Limited time and resources: prioritize tasks and data to be obtained.
Pre-analysis before delivery to the team of analysts: reliability and credibility of the information delivered.
c) Sources for obtaining information.
Open (OSINT).
Human (HUMINT).
Differences between OSINT and HUMINT.
Signals (SIGINT): COMINT (CLASSICS, CYBINT, TEMPEST), ELINT (RADINT, TELINT, MASINT).
Images (IMINT): GEOINT, PHOTINT.
Practical case: OSINT.

UNIT 4. Elaboration: processing, evaluation, and interpretation of the information.
a) Transforming data into intelligence.
b) Compilation (competence of the analysis team). 3 phases: reception, recording and classification.
Characteristics. Tools to compile information.
c) Evaluation.

Information filtering. Which filters should be used? Relevance, Reliability, Credibility, Urgency.
d) Integration.

UNIT 5. Analysis and interpretation: methodology and techniques for intelligence analysis and information evaluation.
a) Simultaneous and complementary tasks.
b) Problems at this stage of the cycle.
c) Essential elements of information analysis.
d) Introduction to analysis techniques:
Brainstorming.
Concept mapping.
Timeline.
What if…? Speculation.
e) Intelligence errors. Practical examples.
f) Practical case.

UNIT 6. Dissemination: The Intelligence report.
a) Characteristics of this phase.
Reliable.
Adequate.
Delivered on time.
b) Characteristics of the Intelligence report.
"Comfortable" for the receiver.
Clarity. Use of the 5Ws.
Concise.
Appropriate language.
Forecasts should be based on evidences, analysis techniques, and existing uncertainties.
Can lead to new intelligence needs, which would start a new cycle.
c) Process to elaborate Intelligence reports.
d) Practical case.

UNIT 7. Feedback: audit phase.
a) Objective.
b) Intelligence audit. Private companies.

EDUCATION ACTIVITIES

In this course, master classes will be combined with practical work, class and group discussions and presentations. There will be exercises applied to current problems to relate them to the theory already taught, case studies, introduction to analysis techniques and a final group presentation.

Teaching activities, as well as the distribution of working times, can be modified and adapted according to the different scenarios established following the indications of the health authorities.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours
Master classes, discussions, presentations, practical cases. 60h	Preparation of activities and presentations, practices, previous reading of documents for their later discussion in class, etc. 90h

SKILLS

Understand what is intelligence, why it is useful in the current world and the different places in which it could be applied.

Encourage dialogue and use the tools of communication to analyze the current world and lead processes and strategies for problem solving.

To know the current world scenario in relation to the actors, institutions and decision-making organizations.

Be able to apply group work with common objectives, encouraging the analysis and sharing of different approaches.

LEARNING RESULTS

Defines intelligence,and explains the need of intelligence in the current world.

Is able to define an Intelligence Plan within a practical case.

Is able to use Open Sources to obtain useful information to the Intelligence Plan, and to perform a basic intelligece analysis with the techniques that have been studied.

Prepares an Intelligence Report given the techniques that have been studied in class.

LEARNING APPRAISAL SYSTEM

Continuous evaluation: 30% (practical cases and analysis)
Final project: 20%
Final exam: 50%

In the event that sanitary circumstances force us to return to a scenario where teaching has to be done exclusively remotely, the percentages of the evaluation could be adjusted. Exams will be on-site, unless for reasons of public health this cannot be the case.

EXTRAORDINARY CALL:
Continuous evaluation: 20% (practical cases and analysis)
Final presentation: 10%
Final exam: 70% (minimum 5 out of 10 points)

STUDENTS WITH SPECIAL SITUATIONS: ERASMUS OR SECOND AND SUCCESSIVE REGISTRATIONS:
Los alumnos podrán solicitar Dispensa Académica en Secretaría de Coordinación Académica de la Facultad por: coincidencia de horarios, motivos laborales o motivos personales. En Coordinación Académica les indicarán el procedimiento a seguir en cada uno de los casos. Una vez concedida de forma oficial la dispensa, los alumnos seguirán la evaluación continua (deberán entregar todas las tareas que el profesor solicite diariamente en el aula) excepto en asistencia, participación y trabajos realizados en el aula.

ALTERNATIVE EVALUATION SYSTEM:
In the event of a new lockdown decreed by the Health Authorities or by other Authorities with power to enforce a lockdown, the evaluation criteria and percentages to apply will be the following:
Continuous evaluation: 30% (practical cases and analysis)
Final presentation: 20%
Final exam: 50%

If final exam is not passed, the student will not pass the subject despite the final grade is higher than 5 points (out of 10).

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

BLANCO NAVARRO, José María, "Proceso de Inteligencia", 2014. Instituto de Ciencias Forenses y de la Seguridad.

Additional

Escuela Superior de las Fuerzas Armadas, "Monografías 147. La geopolítica líquida del siglo XXI". 2015. Available at: https://dialnet.unirioja.es/descarga/libro/581507.pdf

BAZZELL, Michael. "Open Source Intelligence Techniques. Resources for searching and Analyzing Online Information".