



# PICT844

## The Modern Intelligence Practitioner

S2 Evening 2014

*Centre for Policing, Intelligence and Counter Terrorism*

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## General Information

Unit convenor and teaching staff

Unit Convenor

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PICT Offices

Business hours

Unit Convenor

Lise Waldek

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PICT Offices

Call for appointment

Lise Waldek

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Credit points

4

Prerequisites

Admission to MPICT or PGDipPICT or PGCertPICT or MPICTMIntSecSt or MIntSecStud or PGDipIntSecStud or PGCertIntSecStud or PGCertIntell

Corequisites

Co-badged status

PICT 844

Unit description

This unit provides students with a deeper appreciation of the complexities of advanced intelligence analysis and exposure to the analytical tools and methodologies that will help them better understand and potentially contribute as intelligence professionals. In a globalised and dynamic security environment, students will be challenged to consider newer asymmetric threats and risks as well as more traditional military and security challenges in an analytical context. Students will apply what they have learned to conceptualise, design, and build intelligence analytical products, providing real-world focus and experience and will consider 'Futures' (foresight and scenario planning) in intelligence.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## General Assessment Information

### Assignment Submission:

All assignments must be submitted to the “Assessment” link on [MQ iLearn](#) as an electronic file attachment (preferably using MS Word). Assignments submitted by Email or posted on the Discussion Board of iLearn will not be accepted. Assignments must be submitted by the due date.

### Extensions and Disruption to Studies:

The granting of extensions of up to one week is at the discretion of the Unit Convenor. Any request for extensions must be made in writing to the Unit Convenor before the due date. Extensions beyond one week will be subject to the special consideration policy and applications must be made through the links below.

### Disruption to Studies Policy:

[http://www.mq.edu.au/student\\_admin/exams/disruption\\_to\\_studies/](http://www.mq.edu.au/student_admin/exams/disruption_to_studies/)

### Applying for Disruption to Study:

Students applying for disruption to studies circumstances of three (3) consecutive days duration, within a study period, and/or prevent completion of a formal examination must submit an on-line application with the Faculty of Arts. For an application to be valid, it must include a completed Application for Special Consideration form and all supporting documentation.

The online Disruption to Studies application is found at:

[http://www.mq.edu.au/policy/docs/disruption\\_studies/procedure.html#d](http://www.mq.edu.au/policy/docs/disruption_studies/procedure.html#d)

### Late Submissions:

Late assignments (those that have not been granted extensions or Disruptions to Studies) will incur a 5% per day penalty. Assignment marking results and comments will normally be posted within two weeks of the due date for submission.

## Assessment Tasks

Name	Weighting	Due
<u>Analytical case study critique</u>	25%	Week 3
<u>Advanced analysis brief</u>	25%	Week 8
<u>Advanced analysis paper</u>	50%	Week 12

### Analytical case study critique

Due: **Week 3**

Weighting: **25%**

This task requires students to analyse and report on a specific, real world assigned case study, demonstrating an understanding of the intelligence analytical techniques involved. It is designed to provide students insight into more complex intelligence analytical challenges and challenge them to identify the intelligence processes at work.

Guidelines on the preparation of this analytical report, including the case study itself, will be posted on the iLearn site. This report should not just be a summary of the case study, but should include a thoughtful and informed critique of the issues involved in your own words, discussing the analytical challenges.

The topic of this critical analysis will be provided in Week 1 of the course and the submission date will be 1155 PM on the Sunday of Week 3. The paper should be 1500 words but can be plus or minus 10% and footnotes and bibliography are not included in the word count. As a guide to the extent of research required, use a **minimum** of 5 independent academic sources, fully cited (using Oxford / Harvard Referencing Style) and sourced from peer-reviewed academic journals or other highly reputable sources (not newspaper articles), that have been published since 2005. Use 12-point font and submit through Turnitin -- individual feedback will be provided in Grademark.

On successful completion you will be able to:

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.

- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## Advanced analysis brief

Due: **Week 8**

Weighting: **25%**

This task requires students to build a briefing presentation on an assigned analytical topic, employing intelligence research and analysis to evaluate and assess capabilities, vulnerabilities and risks, as well as opportunities and projected future developments. Students will gain experience in brief preparation, intelligence research and analytical assessment.

Guidelines on the preparation of this briefing presentation, including assigned analytical topics and a detailed marking matrix, will be posted on the iLearn site. This briefing should present a balanced analysis of the assigned topic, using images, maps, charts, and/or embedded graphs with short “bulletised” textual boxes to layout the key intelligence issues involved.

This presentation must use independent research, fully cited (using Oxford / Harvard Referencing Style) and sourced peer-reviewed academic journals or other highly reputable sources (not newspaper articles), and should have been published since 2005. This briefing will be a minimum of 10, no more than 12 slides in Microsoft Powerpoint, using ‘notes pages’ to provide speakers notes and references used for each slide.

The topic for the briefing will be provided in Week 4 of the course and the submission date will be 1155 PM on the Sunday of Week 8. As a guide to the extent of research required to support your analysis and assertions, use a **minimum** of 5 independent research sources, fully cited (using Oxford / Harvard Referencing Style) and sourced from peer-reviewed academic journals or other highly reputable sources (not newspaper articles), that have been published since 2005. Use 12-point font in ‘notes pages’ and the appropriate font on each graphical slide to facilitate reading off a screen in a small theatre at the back of the room. Submit through Turnitin -- individual feedback will be provided in Grademark.

On successful completion you will be able to:

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## Advanced analysis paper

Due: **Week 12**

Weighting: **50%**

This task requires students to prepare an in-depth analytical intelligence assessment using a real world assigned case study which will be presented in Week 8. This exercise will challenge the student to write a detailed intelligence assessment using intelligence preparation of the environment and other analytical approaches to write a comprehensive special analytical product.

Guidelines on the preparation of this analytical report, including the case study itself and a detailed marking matrix, will be posted on the iLearn site. This report will demonstrate the student's ability to build an in-depth analytical product in textual format.

The topic of this critical analysis will be provided in Week 8 of the course and the submission date will be 1155 PM on the Sunday of Week 12. The paper should be 3000 words but can be plus or minus 10% and footnotes and bibliography are not included in the word count. As a guide to the extent of research required, use a **minimum** of 15 independent research sources, fully cited (using Oxford/Harvard Referencing Style) and sourced from peer-reviewed academic journals or other highly reputable sources (not newspaper articles), that have been published since 2005. Use 12-point font and submit through Turnitin -- individual feedback will be provided in Grademark.

On successful completion you will be able to:

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## Delivery and Resources

**Unit requirements and expectations:**

- You should spend an average of at least 12 hours per week on this unit. This includes listening to pre-recorded lectures prior to seminar discussions and reading weekly required readings detailed in iLearn.
- Internal students are expected to attend all seminar sessions and external students are expected to contribute to on-line discussions.

- Students are required to submit all assessment tasks in order to pass the unit.

### **Required readings:**

- The citations for all the required readings for this unit are available to enrolled students through the unit iLearn site, and at Macquarie University's Library EReserve site.  
Electronic copies of required readings may be accessed at the EReserve site.

### **Technology Used and Required:**

- Personal PC and internet access are essential for this unit. Basic computer skills and skills in word processing are also a requirement.
- The unit can only be accessed by enrolled students online through <http://ilearn.mq.edu.au>

### **Submitting Assessment Tasks:**

- All assessment tasks are to be submitted, marked and returned electronically. This will only happen through the unit iLearn site.
- Assessment tasks must be submitted either as a PDF or MS word document by the due date.
- Most assessment tasks will be subject to a 'Turnitin' review as an automatic part of the submission process.
- The granting of extensions of up to one week are at the discretion of the unit convener.  
Any requests for extensions must be made in writing before the due date for the submission of the assessment task. Extensions beyond one week are subject to the university's Disruptions Policy ([http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html#purpose](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html#purpose)).

### **Late Submission of Assessment Tasks:**

- If an assignment is submitted late, 5% of the available mark will be deducted for each day (including weekends) the paper is late.
- For example, if a paper is worth 20 marks, 1 mark will be deducted from the grade given for each day that it is late (i.e. a student given 15/20 who submitted 4 days late will lose 4 marks = 11/20).
- The same principle applies if an extension is granted and the assignment is submitted later than the amended date.

### **Word Limits for Assessment Tasks:**

- Stated word limits do not include references, bibliography, or title page.
- Word limits can generally deviate by 10% either over or under the stated figure.

- If the number of words exceeds the limit by more than 10%, then penalties will apply. These penalties are 5% of the awarded mark for every 100 words over the word limit. If a paper is 300 words over, for instance, it will lose  $3 \times 5\% = 15\%$  of the total mark awarded for the assignment. This percentage is taken off the total mark, i.e. if a paper was graded at a credit (65%) and was 300 words over, it would be reduced by 15 marks to a pass (50%).
- The application of this penalty is at the discretion of the course convener.

## Unit Schedule

<b>Week 1</b>	Course organisation, learning approach, assessment, rationale;  Managing complexity – setting the scene
<b>Week 2</b>	Understanding self
<b>Week 3</b>	Understanding relationships
<b>Week 4</b>	Intelligence analytical tools – internal
<b>Week 5</b>	Intelligence analytical tools – manufactured
<b>Week 6</b>	Intelligence analytical approaches – all-source fusion
<b>Week 7</b>	Intelligence analytical approaches – Intelligence Preparation of the Operational Environment (IPOE)



Week 8	Case study
Week 9	Intelligence analytical approaches – COIN & criminal
Week 10	Complex terrains – force protection and physical security
Week 11	Complex terrains – human terrain
Week 12	Dealing with the long future – futures intelligence
Week 13	Professionalism – organisations & framework of service

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

## Learning outcomes

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## Assessment tasks

- Analytical case study critique
- Advanced analysis brief
- Advanced analysis paper

## PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## Learning outcomes

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## Assessment tasks

- Analytical case study critique
- Advanced analysis brief
- Advanced analysis paper

## PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

### Learning outcomes

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

### Assessment tasks

- Analytical case study critique
- Advanced analysis brief
- Advanced analysis paper

## PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

### Learning outcomes

- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

### Assessment tasks

- Analytical case study critique

- Advanced analysis brief
- Advanced analysis paper

## PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

### Learning outcomes

- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

### Assessment tasks

- Analytical case study critique
- Advanced analysis brief
- Advanced analysis paper

## PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

### Learning outcomes

- A. Identify the reasoning and cognitive processes involved in transforming incomplete information into intelligence knowledge.
- B. Analyse individual and group dynamics in organisational settings.
- C. Create an intelligence product using a range of advanced analytical tools and approaches.
- D. Evaluate a diverse and evolving body of academic literature on intelligence analysis.
- E. Create texts, such as reports, case studies and briefings, using appropriate academic research and writing.

## Assessment tasks

- Analytical case study critique
- Advanced analysis brief
- Advanced analysis paper

## Changes since First Published

Date	Description
15/07/2014	Date for submission in final assignment was incorrect
16/01/2014	The Description was updated.