



## ***INTELLIGENCE MANAGEMENT***

---

### **M.S. in Management**

### **Graduate School of Management and Technology**

[http://www.umuc.edu/programs/grad/msm/intelligence\\_mgmt.shtml](http://www.umuc.edu/programs/grad/msm/intelligence_mgmt.shtml)

The intelligence management specialization is designed for early- to mid-career intelligence professionals who want to assume management roles of increasing responsibility within the intelligence community in both private and public settings. Students will learn and have opportunities to apply solid management theories, while also learning to engage in basic intelligence-related research and to interpret intelligence-related data and literature. The curriculum is designed to provide an essential understanding of the entire intelligence community, with an emphasis on leadership, management, and cross-agency collaboration. Students will gain an analytical understanding of legal and ethical principles that guide the intelligence community, as well as an understanding of how to manage the intelligence process using technological advances and human resources to prevent crime and enhance national security.

#### **INMS 600 Managing Intelligence Activities (3)**

An introduction to management issues associated with intelligence activities in national and homeland security, law enforcement, and the private sector. Intelligence is evaluated from the perspectives of its consumers in government and business. Topics include the historical issues that led to extensive oversight of intelligence agencies and laws restricting their activities. Discussion also covers recent changes in national intelligence and current issues, such as the debate over security versus civil liberties and how to protect America from foreign espionage and exploitation. (First offering – Spring 2011)

#### **INMS 610 Intelligence Collection: Sources and Challenges (3)**

A study of the management challenges related to collecting intelligence for national security, law enforcement, and business purposes through case study analysis and planning exercises. Various problems with human source intelligence; open source intelligence; signals intelligence; imagery; technical intelligence; and the military's intelligence, surveillance, and reconnaissance (ISR) approach are assessed. Discussion covers law enforcement and correctional sources and the integration of multi-sourced intelligence. Topics include how requirements drive collection efforts, the relationship between collection and analysis, and the costs associated with collection of intelligence. (First offering – Spring 2011)

#### **INMS 620 Intelligence Analysis: Consumers, Uses, and Issues (3)**

An examination of the intelligence requirements of various clients in government and the private sector. The various purposes of analysis—such as warning, policy planning, research and development, systems or product planning, support for law enforcement and correctional agencies, support for operational activities, and investment— are examined. Discussion covers managing analytical methodologies and techniques, as well as dissent in analyses, and understanding the reasons for failures. Case studies illustrate issues in analysis management. The



conflict between intelligence analysts and decision makers at national and local levels is explored. (First offering – Summer 2011)

**INMS 630 Espionage and Counterintelligence (3)**

An examination of the vulnerabilities of the United States, allied countries, and private businesses to espionage. Discussion covers case studies of espionage against America, including economic espionage against U.S. technology and business. Topics include the roles, missions, and espionage activities of foreign intelligence services. Major threat groups are assessed, and management issues related to countering these threats are evaluated. U.S. policy issues and the management challenges of interagency cooperation among local, state, and international sources and public-private partnerships are explored. (First offering – Summer 2011)

**INMS 640 Intelligence Led Enforcement (3)**

An evaluation of management approaches and assessment of issues associated with intelligence support for crime prevention and law and regulation enforcement. Topics include intelligence support for protective missions, domestic counterterrorism, drug law enforcement, and actions to counter financial crimes. Discussion covers business intelligence activities aimed at protecting intellectual property. Interagency cooperation and intelligence sharing with state, local, and tribal agencies and private sector professionals are explored. Various laws and executive orders related to intelligence promulgated since 9/11 are examined. Assignments include case study analysis and original research. (First offering – Fall 2011)

**INMS 650 Intelligence Management and Oversight (3)**

An examination of the relationships among intelligence organizations at the federal, state, and local levels, as well as with private corporations. Strategies for the management and control of intelligence activities—establishing policies, setting budgets, and conducting reviews—are examined. Discussion covers how intelligence oversight (including the roles and responsibilities of the executive, legislative, and judicial branches of government) works and how business intelligence activities are managed and overseen in the private sector. (First offering – Fall 2011)

**INMS 660 Leadership Seminar (3)**

An analysis and assessment of leadership challenges within intelligence environments. Topics include ethical dilemmas of managing intelligence operations, analysis, and delivery of judgments. Case studies are evaluated. Assignments include a scholarly study of a problem or issue related to intelligence that comprises purposeful research, a literature review, writing, analysis, and the defense of conclusions and proposals. (First offering – Spring 2012)