

Charles University  
Faculty of Social Sciences  
Department of Security Studies



Intelligence (JPM650)

Summer semester 2023/2024

6 ECTS

Friday 15:30 – 16:50

Room C 123

Lecturer

Ing. Bc. Luděk MICHÁLEK, Ph.D. ([ludek.michalek@fsv.cuni.cz](mailto:ludek.michalek@fsv.cuni.cz))

## Course description

Intelligence is arguably one of the most powerful and also problematic tools of the modern state, and one applied not just to foreign policy and security affairs, but also areas as varied as economic strategy and law enforcement. However, the modern world increasingly poses complex challenges to both intelligence and counter-intelligence, ranging from the over-abundance of data to the need to balance the needs of the state and the rights of the individual. Furthermore, not only do modern states outsource a growing share of their intelligence activities to private agencies, but it is also increasingly evident that businesses and nongovernmental agencies have their own intelligence assets, even if rarely described or recognized as such.

## Aims of the course

This course will explore the evolution and dimensions of modern intelligence and counter-intelligence, such that students will develop an informed appreciation of the capabilities and limitations of intelligence and its impact on the modern world. In short, we will explore how intelligence works, when and how it affects national policy and world affairs, and how it is changing.

## Learning Outcomes

By the end of the course, students ought to be able to (1) demonstrate a good understanding of the variety of intelligence disciplines and their respective strengths and liabilities; (2) demonstrate an understanding of the ways intelligence does and does not influence policy-making, and the implications; and (3) demonstrate the capacity to write short, compelling policy-oriented briefings of the kind encountered within government service.

## Course requirements

The expectation is that all students will attend every class, have prepared adequately beforehand, and will engage in the debate and discussion. To pass, students must attain a 55+% grade for the course across the three assessment elements, described below.

## Evaluation - marking Scale

General Grade	Grade Specification	Percentage
<b>A - excellent</b>	Excellent upper (1)	100 – 96
	Excellent lower (2)	95 - 91
<b>B – very good</b>	Very good upper (1)	90 - 86
	Very good lower (2)	85 – 81
<b>C - good</b>	Good upper (1)	80 – 76
	Good lower (2)	75 – 71
<b>D - satisfactory</b>	Satisfactory upper (1)	70 – 66
	Satisfactory lower (2)	65 – 61
<b>E - sufficient</b>	Sufficient upper (1)	60 - 56
	Sufficient lower (2)	55 - 51
<b>F - fail</b>		50 - 0

## Course rules

The *Code of Study and Examination of Charles University in Prague* provides the general framework of study rules at the university. According to art. 6, par. 17 of this Code, “a student may not take any examination in any subject entered in his study plan more than three times, i.e. he shall have the right to two resit dates; no extraordinary resit date shall be permitted. (...) If a student fails to appear for an examination on the date for which he has enrolled without duly excusing himself, he shall not be marked; the provision of neither this nor of the first sentence shall constitute the right to arrange for a special examination date.”

Any written assignment composed by the student shall be an original piece. The practices of plagiarism, defined by the Dean's Provision no. 18/2015, are seen as "a major violation of the rules of academic ethics" and "will be penalized in accordance with Disciplinary Regulations of the faculty."

This instructor believes academic honesty is the foundation of the entire enterprise of a university. The personal integrity policy works for both students and teachers. Students can expect that the instructor will treat them in a fair, honest, and impartial manner. The instructor also expects students to deal with him and with one another honestly.

Plagiarism\* and cheating are violations of academic honesty because they steal from the original creator of the work. In addition, they violate the relationship of honesty between student and teacher as the student attempts to pass off work as his or her own which was produced by another. Further, plagiarism and cheating violate the bond of honesty among students themselves. Students who produce their assignments through long, hard work are being violated by those taking a shortcut through the misappropriation of another's work or knowledge. Most sadly, students who violate academic honesty cheat themselves of the chance to learn. Only in an environment of honesty can genuine learning occur and good citizenship be fostered.

Because academic honesty is treated as a serious matter, the course policy is one of zero tolerance for academic dishonesty. Cheating and plagiarism will not be tolerated. If you are caught cheating at any point during the course, you will automatically fail the course.

\*PLAGIARISM – "the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work."

Random House Unabridged Dictionary, 2nd ed. (New York: Random House, 1993).

### **Specific course guidance**

The students' performance in the course will be assessed based on these criteria:

- **Attendance and activity (20%)**
- **After-action report (30%)** of a specific intelligence operation or incident, to be submitted electronically by April 12, 2024 on the e-mail [ludek.michalek@fsv.cuni.cz](mailto:ludek.michalek@fsv.cuni.cz). Details in the paragraph AFTER-ACTION REPORT below.
- **Analytical memorandum and its presentation (50%)**, to be presented during the last two sessions (May 10 and 17, 2024) and text version on the issue of your choice is required to

be submitted electronically on the e-mail [ludek.michalek@fsv.cuni.cz](mailto:ludek.michalek@fsv.cuni.cz) until May 17, 2024.  
Details in the paragraph ANALYTICAL MEMO bellow.

## **ATTENDANCE AND ACTIVITY**

You are expected to **attend** all classes, on time, **read** required texts, **engage** in class discussions (limited in the case of online teaching), and **fulfil** the specific short tasks. One unexcused absence will be tolerated, more absences will be considered on an individual basis. If you have to miss a class for medical or similar emergencies, be ready and able to provide proof.

## **AFTER-ACTION REPORT**

This is a short assessment of any one intelligence operation, incident or any other intelligence related topic: you are free to choose whichever interests you. The aim is to write a concise, accurate and insightful account of the operation, especially identifying things that went especially wrong or right.

### *Structure*

The target word count for the main body of the report (not including endnotes/footnotes and bibliography) is 1000-1,200. Definitely not more than 1,200. Include a word count, as well as an appendix with footnotes and bibliographic references, which does not count towards the word limit. The Lessons section should form the largest element, at least half the total word count. The structure ought to be as follows:

- *Title*
- *Summary*: A brief, compelling outline of the operation and its outcomes. Keep this as brief as makes sense: do not assume the reader is familiar with the case, but avoid spending too much time 'telling the story.'
- *Lessons*: What is worth noting in terms of things, which were done especially well or badly, and what broader lessons for intelligence professionals can be drawn from this. It is worth focusing on one or two, in order to allow you to explore this in some depth, rather than just a summary list of good and bad points.

## **ANALYTICAL MEMO**

Intelligence professionals must be able to write hard-hitting, cogent, objective analytical memos that combine information gathering, analysis and policy advocacy.

### **Analytical memo will be produced by the PAIRS of students!!!**

You will be write a paper addressing an issue of the moment of your choice (which need not specifically relate to intelligence matters), pulling together a wide range of sources, analysing them and then making concrete proposals of your own. The memo is to be no more than 2,000 words long and to this must be added an appendix with footnotes and bibliographic references, which does not count towards this word limit. The memo will be written in the form of intelligence report.

#### *Structure*

The target word count for the main body of the memo (not including endnotes/footnotes and bibliography) is 1500-2000 words. If you can say it in fewer, that is great, but if you go over the 2000 words, you will be penalized. There is no specific guide to how many words should be in each section, but very broadly speaking, the recommendation(s) should form the largest element, probably up to half the total word count. The structure ought to be as follows:

- *Title:* A clear, compelling statement of the topic. ('Need To Step Up Intelligence Operations in Syria To Limit Al-Qaeda Activities' is better than a general 'Syria and Terrorism')
- *Audience:* To whom are you addressing your memo? (eg, 'German Foreign Ministry')
- *Key Points:* Three key bullet points, each no more than a sentence, which encapsulate what you want to say.
- *Problem:* A brief, compelling outline of the problem/issue/dilemma you are addressing, explaining not just what it is, but why it is important.
- *Context:* Expansion on the above – once you have established why the policy-maker should even be reading this memo, this provides the more detailed explanation of the problem and the information needed to make sense of it and your recommendation(s).
- *Recommendation(s):* The heart of the memo – what you propose ought to be done, in as much detail as you feel appropriate and possible. You may choose to look at alternatives, but you should certainly consider and deal with any counter-arguments. In other words, if there are good reasons why the reader may be sceptical about your proposals, address them.

- *Conclusions:* This is optional, in that it may well be that the Recommendation(s) section provides a perfectly good end, but this is a chance to put your opinions in a wider context or otherwise make any broader points you feel appropriate.
- *Appendix:* You should have footnoted or endnoted the memo, and also include a full bibliography at the end, as well as a word count.

### *Presentation*

During the two classes (May 10 and 17, 2024), every pair of students will briefly present their Analytical Memo:

- *Length of presentation:* up to 10 minutes.
- *Form of presentation:* verbal briefing supported by short Power Point presentation (recommended up to 7 slides).
- Short discussion is expected after each presentation.

## **GENERAL GUIDANCE ON BOTH THE REPORT AND THE MEMO**

### **Style & Detail**

- *Format:* Single-spaced; you can include graphics (pictures, tables, diagrams) if they help, but make sure they are truly relevant and note the source.
- *Writing:* This is deliberately meant to be about being able to write professional, rather than scholarly reports. Keep your language clear and compelling. While you must footnote your sources, do not hide behind them – I want to know what you think rather than read a digest of others' views.
- *Practical:* Professionals do not want to know about theory or scholarly debate; it is important that you are informed about these, but for the reports, keep your focus on practical realities, backed by data rather than opinion.
- *Sources:* Be as broad as possible, within the limitations of both the subject matter and the timeliness. Try to blend media accounts, academic scholarship and even less conventional sources such as trying to speak to experts in the field or even personal experience.
- *E- version:* The file name of the submitted documents should contain the name of its author/s.

## GRADING

Very broadly, I will be looking for:

- *Evidence of intelligence and imagination* in what subject you select, how you approach it and what solutions you propose;
- *Evidence of good and appropriate writing*, able to make a case in an effective and compelling way;
- *Evidence of good scholarship* in how you approach your research, how you use and interrogate your sources.

Or, to put it another way and in intelligence terms:

- the scope and quality of your *information gathering*,
- the strength of your *analysis*, and
- the persuasiveness, imagination and viability of your proposal(s): in effect how well you *brief*. The deadlines are firm ones; any late submissions will be penalised, unless for genuine emergencies supported by evidence (and please note: computer problems do not apply).

The **deadlines are firm ones**; any late submissions will be penalised, unless for genuine emergencies supported by evidence (and please note: computer problems do not apply).

## READING

There is no specific course textbook. Below students can find lists of reading sources – topical as well as general ones at the end. Titles in **bold** are considered as the main sources of information and **are strongly recommended**. Most of sources are available electronically, either on Internet or can be provided by lecturer. Further reading will be presented during the lectures.

## Structure of the course

- |   |              |
|---|--------------|
| 1. Introduction to the course and theory of intelligence                                  | (23/02/2024) |
| 2. History of intelligence  | (01/03/2024) |
| 3. Intelligence cycle   | (08/03/2024) |
| 4. Collection disciplines 1 (HUMINT, IMINT)   | (15/03/2024) |
| 5. Collection disciplines 2 (OSINT, SIGINT, MASINT)                                       | (22/03/2024) |
| 6. Intelligence analysis  | (05/04/2024) |
| 7. Intelligence analysis techniques and tools   | (12/04/2024) |
| 8. Analytical exercise  | (19/04/2024) |
| 9. World of intelligence services   | (25/04/2024) |
| 10. Criminal and non-state intelligence   | (03/05/2024) |
| 11. Presentation of the Analytical Memo   | (10/05/2024) |
| 12. Future of intelligence, intelligence in media and presentation of the Analytical Memo | (17/05/2024) |

### 1) Introduction to the course and theory of Intelligence – 23/02/2024

- Introduction: an overall description of the course, detailed explanation of the syllabus, readings, course requirements, grading criteria.
- What does 'intelligence' mean?
- Data, information, intelligence.
- Intelligence vs. espionage.
- Levels of intelligence – strategic, operational, tactical.
- Roles and function of intelligence.

#### *Reading:*

**LOWENTHAL, M.M. *Intelligence: From Secrets to Policy*.** Chapter 1, 8. London: CQ Press, 2020. 8th Edition. ISBN 978-1506342566.

**SHULSKY, A.N., SCHMITT, G.J. *Silent Warfare: Understanding the World of Intelligence*.** Chapter 1, 4. Potomac Books, 2002. 3rd edition. ISBN 9781544358376.

***Intelligence Services. Roles and responsibilities in good security sector governance.*** The Geneva Centre for the Democratic Control of Armed Forces (DCAF). WWW:



[https://www.dcaf.ch/sites/default/files/publications/documents/DCAF\\_BG\\_12\\_Intelligence%20Services.pdf](https://www.dcaf.ch/sites/default/files/publications/documents/DCAF_BG_12_Intelligence%20Services.pdf)

KENT, Sherman. *Strategic Intelligence for American World Policy*. Princeton: Princeton University Press, 1953.

PLATT, Washington. *Strategic Intelligence Production: Basic Principles*. F.A. Praeger, 1957.

GILL, Peter, MARRIN, Stephen, PHYTHIAN, Mark. *Intelligence Theory: Key Questions and Debates (Studies in Intelligence)*. Routledge, 2009.

## 2) History of Intelligence – 01/03/2024

- Intelligence from ancient time to modern intelligence organizations.
- The oldest textbooks and sources on intelligence.
- Evolution of intelligence activity and organizations.

### *Reading:*

**Sun-Tzu: *Art of War***. WWW: <https://suntzusaid.com> (especially chapter 13. The Use of Spies)

KAUTILYA. Arthashastra. WWW: [https://archive.org/details/Arthashastra\\_English\\_Translation](https://archive.org/details/Arthashastra_English_Translation)

VOLKMAN, Ernest. *Spies: The Secret Agents Who Changed the Course of History*.

VOLKMAN, Ernest. *The History of Espionage: The Clandestine World of Surveillance, Spying and Intelligence, from Ancient Times to the Post-9/11 World*. Carlton Publishing Group, 2008.

DVORNIK, Francis. *Origins of Intelligence Services: The Ancient Near East, Persia, Greece, Rome, Byzantium, the Arab Muslim Empires, the Mongol Empire, China, Muscovy*.

SIRRS, Owen L. A. *History of the Egyptian Intelligence Service: A History of the Mukhabarat. 1910-2009*.

JEFFERY, Keith. *MI6: The History of the Secret Intelligence Service 1909–1949*.

KRIEGER, Wolfgang. *Geschichte der Geheimdienste: Von den Pharaonen bis zur NSA*. C.H.Beck, 2014.

KNIGHTLEY, Phillip. *The Second Oldest Profession. Spies and Spying in the Twentieth Century*. W. W. Norton & Company, 1986. ISBN 0-393-02386-9.

ANDREW, Christopher. *The Secret World: A History of Intelligence*. Yale University Press, 2018. ISBN-10: 0300238444.

3) Intelligence cycle – 08/03/2024

- Origin.
- Description.
- Forms.
- Practical using – methodology and management of intelligence work.

*Reading:*

**DAVYDOFF, Daniil.** *Rethinking the Intelligence Cycle for Private Sector.* WWW: [https://sm.asisonline.org/ASIS%20SM%20Documents/White%20Paper Intelligence%20Cycle 1-29-17.pdf](https://sm.asisonline.org/ASIS%20SM%20Documents/White%20Paper%20Intelligence%20Cycle%201-29-17.pdf)

KENT, Sherman. *Strategic Intelligence for American World Policy.* Chapter 9, 10. Princeton: Princeton University Press, 1953.

LOWENTHAL, M.M. *Intelligence: From Secrets to Policy.* Chapter 4. London: CQ Press, 2020. 8th Edition. ISBN 978-1506342566.

KRIZAN, Lisa. *Intelligence Essentials for Everyone.* WWW: <http://www.ndic.edu/press/8342.htm>

JOHNSON, Loch K. ed. *Handbook of Intelligence Studies.* Routledge, 2007.

PHYTHIAN, Mark, ed. *Understanding the Intelligence Cycle.* Routledge, 2015. ISBN 1138856320.

*Joint Intelligence. Joint Publication JP 2-0.* 2013. WWW: [https://fas.org/irp/doddir/dod/jp2\\_0.pdf](https://fas.org/irp/doddir/dod/jp2_0.pdf)

4) Collection disciplines 1 (HUMINT, IMINT) – 15/03/2024

- What are the particular strengths and shortcomings of HUMINT (human intelligence)?
- ‘Making friends with foreigners and getting them to betray their country’: how do HUMINT case officers recruit and handle agents?
- Why do people become human assets?
- IMINT – development, platform, usage.

*Reading:*

**LOWENTHAL, M.M.** *Intelligence: From Secrets to Policy.* Chapter 5. London: CQ Press, 2020. 8th Edition. ISBN 978-1506342566.

LOWENTHAL, Mark M. and Robert M. CLARK. *The Five Disciplines of Intelligence Collection.* CQ Press, 2015, ISBN 1452217637.

HITZ, Frederick P. *Why Spy? Espionage in an Age of Uncertainty*. New York: Thomas Dunne Books, 2008.

SULICK, Michael J. *American Spies: Espionage against the United States from the Cold War to the Present*. Georgetown University Press, 2013. ISBN 1626160082.

WILDER, Ursula M. *The Psychology of Espionage*. WWW: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/csi-studies/studies/vol-61-no-2/pdfs/psychology-of-espionage.pdf>

GRIMES, Sandra and VERTEFEUILLE, Jeanne. *Circle of Treason: A CIA Account of Traitor Aldrich Ames and the Men He Betrayed*. Naval Institute Press, 2013. ISBN 1591143969.

*Human Intelligence Collector Operations. FM 2-22.3 (FM 34-52)*. HQ, Department of the Army, 2006. WWW z: <http://www.fas.org/irp/doddir/army/fm2-22-3.pdf>

*Defense Security Service*. WWW: <http://www.dss.mil/index.html>

DAY, Dwaynwe A. *Eye in the Sky: The Story of the Corona Spy Satellites*. Smithsonian Books, 1999. ISBN 978-1560987734.

NORRIS, Pat. *Spies in the Sky: Surveillance Satellites in War and Peace*. Springer, 2008.

McAULEY, Cheryl D. Strategic implications of imagery intelligence. 2005. WWW: <http://ssi.armywarcollege.edu/pdffiles/ksil189.pdf>

##### 5) Collection disciplines 2 (OSINT, SIGINT, MASINT) – 22/03/2024

- The different TECHINT (technical intelligence) disciplines, especially SIGINT, IMINT and ELINT. What are their respective strengths and shortcomings?
- SIGINT – development, challenges.
- OSINT – concept, advantages, disadvantages.
- MASINT – basic information and usage.

##### *Reading:*

**SHULSKY, A.N., SCHMITT, G.J. *Silent Warfare: Understanding the World of Intelligence***. Chapter 2. Potomac Books, 2002. 3rd edition. ISBN 978-1574883459.

LOWENTHAL, Mark M. and Robert M. CLARK. *The Five Disciplines of Intelligence Collection*. CQ Press, 2015, ISBN 1452217637.

CLARK, Robert M. *Intelligence Collection*. CQ Press, 2013.

HALL, Wayne Michael. *Intelligence Collection: How to Plan and Execute Intelligence Collection in Complex Environments*. Praeger Security International, 2012.

PETERSEN, Julie K. *Understanding Surveillance Technologies Spy Devices, Privacy, History, & Applications*. Revised and Expanded Second Edition. New York: Taylor and Francis Group, 2007. ISBN 978-0-8493-8319-9.

6) Intelligence analysis – 05/04/2024

- What is the intelligence research and analysis process and what are the different types of intelligence analysis, including warning intelligence, current intelligence, basic intelligence, and estimates?
- When and how does intelligence analysis becomes biased or politicized?
- Intelligence analytical products.
- Writing the intelligence report.

*Reading:*

**LOWENTHAL, M.M.** *Intelligence: From Secrets to Policy*. Chapter 6. London: CQ Press, 2020. 8th Edition. ISBN 978-1506342566.

**SHULSKY, A.N., SCHMITT, G.J.** *Silent Warfare: Understanding the World of Intelligence*. Chapter 3. Potomac Books, 2002. 3rd edition. ISBN 978-1574883459.

WALTON, Timothy. *Challenges in Intelligence Analysis. Lessons from 1300 BCE to the Present*. New York: Cambridge University Press, 2010. ISBN 978-0-521-13265-7.

GEORGE, Roger Z. a James B. BRUCE eds. *Analysing Intelligence: origins, obstacles, and innovations*. Washington: Goergtown University Press, 2008. ISBN 978-1-58901-201-1.

HALL, Michael Wayne a Gary CITREBAUM. *Intelligence Analysis. How to Think in Complex Environments*. Santa Barbara: Praeger Security International (An AUSA book), 2010. ISBN 978-0-313-38265-9.

*How to Write an Intelligence Product in the Bottom Line Up Front (BLUF) Format*. WWW: <https://www.utep.edu/liberalarts/nssi/student-resources/BLUF-Writing-Format.pdf>

*Strategic Early Warning for Criminal Intelligence. Theoretical Framework and Sentinel Methodology.* Ottawa: Criminal Intelligence Service Canada, 2007. WWW: [http://publications.gc.ca/collections/collection\\_2013/sp-ps/PS64-107-2007-eng.pdf](http://publications.gc.ca/collections/collection_2013/sp-ps/PS64-107-2007-eng.pdf)

7) Selected intelligence analysis techniques and tools – 12/04/2024

- Predictive methodologies – overview.
- Structured Analytical Techniques.
- Tactical intelligence analysis tools.
- Biases in intelligence analysis and how to counter them.

*Reading:*

HEUER, Richards J. *Psychology of Intelligence Analysis*. Langley: Centre for Study of Intelligence, Central Intelligence Agency, 1999. WWW: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/psychology-of-intelligence-analysis/index.html>

HEUER, Richards J. and Randolph PHERSON. *Structured Analytic Techniques for Intelligence Analysis*. Washington: CQ Press, 2011. ISBN 978-1-60871-018-8.

*A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis*. WWW: <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/Tradecraft%20Primer-apr09.pdf>

8) Analytical exercise – 19/04/2024

- Tactical intelligence analysis exercise.

*Reading:*

**FMI 3-07.22 Counterinsurgency Operations. Appendix F - Intelligence Analysis Tools and Indicators.** WWW: <https://fas.org/irp/doddir/army/fmi3-07-22.pdf>

9) World of intelligence services – 21/04/2023

- Top world intelligence services?
- Intelligence communities of selected countries.
- Intelligence in the war on terrorism.
- Intelligence liaison – need for intelligence cooperation.

*Reading:*

LOWENTHAL, M.M. *Intelligence: From Secrets to Policy*. Chapter 15. London: CQ Press, 2020. 8th Edition. ISBN 978-1506342566.

SMITH, I. C. and Nigel WEST. *Historical Dictionary of Chinese Intelligence*. 2nd edition. Rowman & Littlefield Publishers, 2021. ISBN 978-1538130193.

HAMILTON, Clive Hamilton and Mareike OHLBERG. *Hidden Hand: How the Chinese Communist Party is Reshaping the World*. Oneworld Publications, 2021. ISBN 978-0861540280.

THOMAS, G. *Gideon's Spies: The Secret History of the Mossad*.

BOROGAN, I. & SOLDATOV, A. *The New Nobility: The Restoration of Russia's Security State and the Enduring Legacy of the KGB*.

GALEOTTI, M. *Putin's Hydra: inside Russia's intelligence services*. WWW: [http://www.ecfr.eu/publications/summary/putins\\_hydra\\_inside\\_russias\\_intelligence\\_services](http://www.ecfr.eu/publications/summary/putins_hydra_inside_russias_intelligence_services)

FALIGOT, Roger; KAUFFER, Remi. *The Chinese Secret Service*.

JEFFERY, Keith. *MI6: The History of the Secret Intelligence Service 1909–1949*.

ANDREW, Christopher; MITROKHIN, Vasili. *The Sword and the Shield. The Mitrokhin Archive and the Secret History of the KGB*.

10) Criminal and non-state intelligence and presentation of the Analytical Memo – 03/05/2024

- **Presentation of the Analytical Memo – the first group of students.**
- Criminal intelligence models – US, UK, EUROPOL.
- Police (law enforcement agency) vs. intelligence service.
- Competitive intelligence – history, methods.
- Competitive intelligence vs. industrial espionage.
- Military and intelligence outsourcing.

*Reading:*

**Carter, David. *Law Enforcement Intelligence: A Guide for State, Local, and Tribal Law Enforcement Agencies*. Washington, DC: U.S. Department of Justice/Office of Community Oriented Policing Services, 2004. WWW: <https://www.researchgate.net/publication/282293373/download>**

RATCLIFFE, Jerry. *Intelligence-Led Policing*. Collumpton: Willan Publishing, 2008.

MCDOWELL, Don. *Strategic Intelligence: A Handbook for Practitioners, Managers, and Users*. Toronto: The Scarecrow Press, Inc., 2009. ISBN 978-0-8108-6184-8.

CLARKE, Ronald V. and John ECK. *Become a Problem Solving Crime Analyst in 55 small steps*. WWW: <http://www.popcenter.org/library/reading/PDFs/55stepsUK.pdf>

PETERSON, Marilyn B. "Intelligence Led Policing: The New Intelligence Architecture." U.S. Department of Justice/International Association of Chiefs of Police, [www.ncjrs.gov/pdffiles1/bja/210681.pdf](http://www.ncjrs.gov/pdffiles1/bja/210681.pdf)

BERNHARDT, Douglas. *Competitive Intelligence. How to acquire and use corporate intelligence and counter-intelligence*. London: FT Prentice Hall, 2003. ISBN 0-273-65928-6.

11) Presentation of the Analytical Memo – 10/05/2024

- **Presentation of the Analytical Memo – the first group of students.**
- Final discussion.

12) Future of intelligence, intelligence in media and presentation of the Analytical Memo – 17/05/2024

- **Presentation of the analytical memo – the second group of students.**
- Current challenges for intelligence community.
- Future trends in Intelligence business.
- New options in open source intelligence.
- Intelligence and espionage in literature and film.

*Reading:*

LOWENTHAL, Mark M. *The Future of Intelligence*. Polity, 2017. ISBN 978-1509520299.

OMAND, D.; BARLETT, J. and C. MILLER. *Introducing Social Media Intelligence (SOCMINT)*. Intelligence and National Security, Vol. 27, Issues 6, 2012. WWW:

[https://www.academia.edu/1990345/Introducing\\_Social\\_Media\\_Intelligence\\_SOCMINT](https://www.academia.edu/1990345/Introducing_Social_Media_Intelligence_SOCMINT)

PATTON, Kerry. *Socioculture Intelligence. A New Discipline in Intelligence Studies*. New York: The Continuum International Publishing Group, 2010. ISBN 978-4411-5531-3.

STEELE, R.D. *Open Source Intelligence (OSINT)*. WWW:  
[https://view.officeapps.live.com/op/view.aspx?src=http%3A%2F%2Fwww.oss.net%2Fdynast%2Ffile\\_archive%2F060330%2F2deb36a63fe27e3c9b2743eeeb4efb95%2FDraft%2520Chapter%2520for%2520Handbook%252C%2520Open%2520Source%2520Intelligence%25202.4.doc](https://view.officeapps.live.com/op/view.aspx?src=http%3A%2F%2Fwww.oss.net%2Fdynast%2Ffile_archive%2F060330%2F2deb36a63fe27e3c9b2743eeeb4efb95%2FDraft%2520Chapter%2520for%2520Handbook%252C%2520Open%2520Source%2520Intelligence%25202.4.doc)

SVEDSEN, A. D. M. *Introducing RESINT: A Missing and Undervalued „INT“ in All-Source Intelligence Efforts*. International Journal of Intelligence and Counterintelligence. 2013. WWW:  
<http://www.tandfonline.com/doi/abs/10.1080/08850607.2013.807196>

TREVERTON, G. F.; MILES, R. *Social Media and Intelligence*. WWW:  
<http://www.fhs.se/Documents/Externwebben/forskning/centrumbildningar/CATS/publikationer/Social%20Media%20and%20Intelligence.pdf>



**FURTHER READING:**

Following is the list of publications of interest from the area of intelligence, which are recommended as a possible source of additional information on specific topics. Students are encouraged to find and share other interesting pieces dealing with above mentioned topics.

ANDREW, Christopher. *The Secret World: A History of Intelligence*. Allen Lane, 2018. ISBN 978-0713993660.

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Charles University  
Faculty of Social Sciences  
Department of Security Studies

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