



STUDY PROGRAMME(S)

(1) EU International Relations and Diplomacy Studies

(2) Transatlantic Affairs

ACADEMIC YEAR

2022-23

SEMESTER

2

COURSE TITLE

European Intelligence Analysis in Practice

COURSE PROFESSOR(S)

Helena REGO

COURSE ASSISTANT(S)

Jonathan SCHNOCK

NATURE OF COURSE (COMPULSORY, OPTIONAL, ELECTIVE)

(1) Optional course

(2) Elective course

ECTS CREDITS

4.5

LANGUAGE OF INSTRUCTION

English

1. COURSE OBJECTIVES

This optional course provides students with a basic understanding of the role of intelligence in contemporary decision-making, with a particular focus on Europe and the European Union (EU). Intelligence helps to reduce the uncertainty in any decision-making. Students will receive analytical training in relevant techniques such as structured brainstorming, starburst, and analysis of competing hypotheses, red hat analysis, scenario building and complexity manager. They will be confronted with several real-life cases from the field of EU external action to which they will have to react as if they were working in a (fictitious) European intelligence analysis unit. The knowledge and skills acquired in this course are transferable to many fields in the public and private sector and will also be applied in several simulation and role-playing exercises. In a fast-paced work environment, a VUCA world (Volatile, Uncertain, Complex, Ambiguous), analysts must use every means available to optimize their thinking skills and train anticipatory thinking to be prepared for the future. Analysts are influenced by external stimuli and must question before any decision, considering counter-arguments, learning how to externalize their logical thinking, to avoid disinformation and manipulation. They must be aware of their natural tendencies and their cognitive biases and mental models. This course focuses on building habits that are practical and easily applied to the workplace. Critical Thinking is fundamental for intelligence analysis and has broad application to many fields. Skills can always be improved but changing habits is very difficult, so the earlier the better.

At the end of this course, the student will be able to:

- understand the purpose, concept and practice of strategic and anticipatory intelligence as support of decision-making;



- know how the EU informal intelligence community is structured and its relations with the member states' national intelligence systems;
- apply basic techniques of strategic intelligence analysis (Structured Analytic Techniques, SAT);
- learn to develop cognitive strategies and critical thinking and to challenge assumptions and cultural biases;
- use strategic thinking and anticipatory mindset (mental models and systemic approach);
- use long-term view of various trends and problems to foster a clearer understanding of emergent security issues (Human Security).

2. LEARNING OUTCOMES

The course objectives tie in with the following learning outcomes of the programme **EU International Relations and Diplomacy Studies**:

- 1.1 The graduate masters the most important theoretical approaches and concepts of International Relations, EU Studies and Diplomacy Studies relevant for the analysis of the role of the European Union in international affairs.
- 1.2 The graduate can describe, explain and illustrate the current state of scientific research in the field of EU external relations in a broad sense and is able to critically assess the results of this research.
- 1.4 The graduate has insights into the political, legal and economic aspects of EU diplomacy and can use these insights to contextualise and interpret new developments.
- 1.5 The graduate is able to incorporate knowledge and understanding of various fields of EU external action and of different related disciplines (such as Political Science, International Relations, Law, Economics) at the interface between EU affairs and world politics.
- 2.2 The graduate has the ability to critically reflect upon problems in international and European affairs, to adopt well-informed points of view and to communicate them effectively orally and in writing, whether working independently or in a team.
- 2.3 The graduate can independently formulate a research question within the field of European affairs, find, select and critically assess relevant sources, answer the question using typical concepts and methods and present the research results in line with the ethical rules of the discipline.
- 2.4 The graduate is capable of processing a large amount of information within a short period of time and of suggesting possible action that contributes to problem-solving in a creative way.
- 2.5 The graduate has the intellectual maturity and skills to function responsibly and autonomously in a professional context at national, European or international level and the capacity of suggesting possible action that contributes to problem-solving in a creative way.
- 3.4 The graduate has acquired specific professional skills relevant to the practice of EU external action but also transferable to many other fields in the public and private sector.

The course objectives tie in with the following learning outcomes of the programme **Transatlantic Affairs**:

- 1.1 The graduate masters the most important theoretical approaches and concepts of, depending on his or her disciplinary focus, Economics, International Relations and Diplomacy Studies, Legal Studies and/or Political Science relevant for the analysis of transatlantic affairs.
- 1.2 The graduate can describe, explain and illustrate the current state of scientific research in the field of transatlantic affairs in a broad sense and, in line with his or her disciplinary focus, is able to critically assess the results of this research.
- 1.4. The graduate has insights into historical, political, legal and economic aspects of transatlantic affairs as well as into those policy areas that are of essential importance to transatlantic affairs. He or she can use these insights to contextualize and interpret new developments.



- 2.2. The graduate has the ability to critically reflect upon problems regarding an extensive range of transatlantic affairs, to adopt well-informed points of view and to communicate them effectively orally and in writing, whether working independently or in a team.
- 2.3. The graduate can independently transform complex transatlantic issues into a research question within the broader field of transatlantic affairs and, depending on his or her disciplinary focus, find, select and critically assess relevant sources, answer the question using appropriate concepts and methods and present the research results in line with the ethical rules of the chosen discipline.
- 2.4 The graduate is capable of processing a large amount of information and appropriately analyse relevant sources depending on his or her disciplinary focus within a short period of time and of suggesting possible actions that contribute to problem-solving in a creative way.
- 2.5. The graduate has the intellectual maturity and skills to take responsibilities and function autonomously in a professional environment at national or international level, and especially in a transatlantic context, and to work efficiently and effectively through planning, organizing, setting priorities, meeting deadlines, cooperating across cultural boundaries and networking.

3. COURSE CONTENTS

1. Introduction: “mapping knowledge”
2. Structured analytic techniques I: “challenging assumptions”
3. Structured analytical techniques II: “controlling noise”
4. Structured analytic techniques III: “future/s”
5. Structured analytic techniques IV
6. Analytic simulation exercise “Multiple Lenses”

Please refer to the intranet course page for access to the full course outline.

4. TEACHING METHOD

- Interactive lectures and guided practices
- Class participation: students are expected actively participate in all classes. Each student will also take part in an oral presentation in a small group.
- Individual paper: Each student will write a paper of 2,000-2,500 words on a topic to be agreed with the professor.

5. COURSE MATERIAL

Please refer to the intranet course page for access to the detailed reading list and the slides.

6. EVALUATION

- participation and group oral presentation (20%);
- individual paper (30%);
- a final written exam of 2 hours (50%).

In case of a second-session resit, a written exam (2h) will be held which counts for 100% of the mark.

Please refer to the intranet course page for access to further information and instructions.

The College of Europe reserves the right to change the delivery and assessment of the course in case of restrictions related to the Covid-19 pandemic. Any communication from the Department in this regard takes precedence over the information provided in this ECTS card.