

Identifying the Components of Competitive Intelligence in Order to Provide a Curriculum Program

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Abstract

Purpose: The aim of the present research was to identify the components of competitive intelligence in order to provide a curriculum.

Methodology: The present study was applied in terms of purpose and qualitative in terms of its method. The research population included valid Persian and Latin books and articles published during the years 2000 to 2019. A total of 29 cases were selected by census sampling method after the primary review. Data were obtained through a review of books and articles and were analyzed by thematic analysis using a deductive approach.

Findings: The results showed that the components of competitive intelligence had 99 basic themes, 13 organizing themes, and 4 global themes. Four global themes include market awareness (consisting of two organizing themes customer acquisition strategies and market environment engineering), socio-strategic awareness (consisting of six organizing themes of education management, cultural management, financial management, human resource management, change management, and excellence management), awareness of the competitors' status (consisting of three organizing themes competitive strategy, competitive planning, and competitive evaluation) and technological awareness (consisting of two organizing themes technological engineering and technological strategy).

Conclusion: According to the results of the present study, to design curriculum, competitive intelligence components and themes can be used the quality of the curriculum can be improved accordingly.

Keywords: Intelligence, Competitive intelligence, Curriculum

Introduction

The basis of organizational survival is competitiveness in the current century, and organizations face many environmental challenges so that many challenges can affect and even disrupt organizational performance (Rachmi & Poemamawati, 2020). Today, competitive intelligence is accepted as one of the important concepts in the management field and this concept makes organizations analyze their environment information faster and more accurately and store the results and make them available to others when needed. (Pargaonkar, 2016). In the past, organizations were gradually faced with opportunities and threats and never faced intense and serious opportunities and threats at once, but today, organizations are increasingly looking for a business by using logical strategies and with great effort that is more like an economic war. Considering such competition, organizations sought to improve their position in order to make the best use of available resources and improve their position, which requires competitive intelligence (Mohd Asri & Abdul Mohsin, 2020). Intelligence can be called an information explosion caused by the ability to access information. Competitiveness refers to the ability to produce goods and services to maintain and improve the level of income and status of citizens and present them to national and international markets (Bisson & Tang Tong, 2018). Competitive intelligence means the art of finding, gathering and storing knowledge and information for later access and use by employees at all organizational levels in order to shape the future of the organization and to support its position against competitive threats (Sassi, Frini, Karaa & Kraiem, 2016). According to another definition, it means the ability to decode and eliminate competency and value gaps between organizations and their competitors through the exploration, collection, processing, storage and summarizing information to display and clarify the competitive environment (Silva, Pacheco, Negrete, Nino, Lezama & Varela, 2019).

Competitive intelligence is an essential concept in the strategic management and planning process through which organizations can predict market development opportunities and outperform their competitors by analyzing the strengths and weaknesses of competitors (Sahin & Bisson, 2020). Based on this structure, to understand the market and competitors and thus to make important decisions, organizations have access to about 90% of all knowledge and information in the public environment or this information can be obtained regularly and systematically (Amarouche, Benbrahim & Kassou, 2015). Competitive intelligence helps organizations make wise decisions about their strategic affairs, and its ultimate goal is to increase organizational competitiveness by increasing the quality and speed of strategic decisions (Markovich, Efrat, Raban & Souchon, 2019). An intelligent organization understands the competitors' strategy better and faster and gain experiences of its failure and success. It also enables the organization's officials to make appropriate and strategic decisions with more awareness and structured monitoring (Itani, Agnihotri & Dingus, 2017). Competitive intelligence has many advantages such as creating opportunities for growth and development, readiness to respond quickly to environmental changes, improving the quality of strategic planning, identifying weaknesses, providing timely and early warning of risks and producing new and practical products and services (Koseoglu, Chan, Okumus & Altin, 2019).

There are few and scattered studies on the competitive intelligence components, and there has been no research has to provide a curriculum. For example, the results of a study by Belsky & Widaman (2018) showed that heuristic and competitive approaches played an effective role in environmental interaction. The results of researches by Siahsarani Kojouri, Zarei, Maleki, Azar & Feiz (2017) showed that the competitive intelligence components include competitors' intelligence, market intelligence, financial intelligence, technological intelligence, managerial intelligence, legal intelligence, human intelligence, religious intelligence, sociocultural intelligence, and political intelligence. In a study, Nazarpoori, Sepahvand & MasoudiRad (2016)

introduced the competitive intelligence components as market-based, competition-based and technology-based intelligence. The results of a study by Calof, Richards & Smith (2015) showed that competitive intelligence consists of two dimensions: market intelligence and competitors' intelligence. In another study, Sarami, Kordnaeich & Moishabaki Esfahani (2015) concluded that competitive intelligence consists of four components: market intelligence, competitors' intelligence, technological intelligence, and strategic-social intelligence. Rouach & Santi (2001) identified five components for intelligence, including market intelligence, competitors' intelligence, technology-based intelligence, human intelligence, and structural intelligence.

Higher education and universities are in an increasingly competitive market and are undeniably affected by these threats, so, it is necessary to have information from inside and outside the organization to design programs in such turbulent and challenging environments, therefore, competitive intelligence seems essential for this reason. Thus, the increasing complexity and turbulence in the environment and the need for appropriate and rapid response of universities has caused managers to pay attention to something beyond problem solving and act intelligently, which can be a guarantee for their success. Another important point is that it is very essential to identify competitive intelligence components in order to provide a curriculum considering their dispersion. Also, appropriate curricula can be designed to improve the education system and effective steps can be taken in this regard by identifying the competitive intelligence components. In addition, the lack of a curriculum based on competitive intelligence or the lack of attention of curricula to competitive intelligence as an existing gap prompted researchers to conduct a research with the aim of identifying the components of competitive intelligence in order to provide a curriculum.

Methodology

This was an applied study terms of purpose and a qualitative study in terms of its method. The research population included valid Persian and Latin books and articles published during the years 2000 to 2019. A total of 29 cases were selected by census sampling method after the initial review. For this purpose, first many relevant Persian and Latin books and articles underwent initial review by searching for specific words. and many of them were removed after several reviews. Finally, 29 cases, including 15 Persian books and articles, 14 Latin books and articles were selected and its title, year of publication and authors were presented in Table 1.

Table 1. Title, year of publication and authors of the reviewed resources

Row	Title	Authors
1	Competitive Intelligence Training: Qualifications, Resources and Trends	Fleisher
2	Improving strategic planning and its implementation in universities through competitive intelligence tools: a way to achieve communication	Hughes & White
3	Risk reduction in higher education: A review of the use of university backgrounds	Hughes & White
4	Designing a competitive intelligence model based on structural intelligence	Moshabaki & ZangoeiNezhad
5	Competitive intelligence, tracking competitors	Pakmaram, Eskandari & Molavi
6	Competitive intelligence: importance in higher education	Barrett
7	Competitive intelligence and strategic decision making	Rezaian & Lashkar Bolouki

8	The role of competitive intelligence in performance improvement	Alizadeh
9	Competitive Intelligence Issue: How to Evaluate and Develop Competitive Intelligence?	Colakoglu
10	Investigating the effect of competitive intelligence on the competitiveness of the country's carpet industry	Heydari & Saeedi
11	Investigating the effect of competitive intelligence on creating a competitive advantage	Rezaei Dolatabadi, Zeinali & Shekarzadeh
12	Competitive intelligence monitoring system for small business	Bayandin & Kretov
13	Conceptual model of the strategic benefits of the competitive intelligence process	Nasri
14	Investigating the relationship between competitive intelligence and performance of companies listed on the Tehran Stock Exchange	Chavoshi & Javadi Pourfar
15	Investigating the Relationship between Competitive Intelligence and the Effectiveness of Marketing Strategies among Public and Private Banks in Zanjan Province	Pirayesh & Alipoor
16	Approaches to competitive intelligence	Petrior & Strain
17	Production of competitive intelligence in higher education institutions: Case study of Constanta University of Marine Sciences	Mina, Surugiu, Surugiu & Cristea
18	Basic definition of the new concept of competitive intelligence	Bartes
19	The effect of organizational learning dimensions on the dimensions of competitive intelligence in knowledge-based companies	Mosleh, Bahrainizadeh & Dokuhaki
20	Investigating Competitive Intelligence from the Perspective of Entrepreneurs (Based on Structural Equation Modeling)	Ghaffari Ashtiyani, Choobandian & Zargaran
21	Study of the effect of competitive intelligence components on innovation	Allameh, Ghazi Noornaeni, Ansari, Kianpour & Nazarie
22	Competitive intelligence for information professionals	Hakansson & Nelke
23	Competitive intelligence from start to end	Hakansson & Nelke
24	Foresight, Competitive Intelligence and Business Analysis: A Tool for Making Industrial Applications More Efficient	Calof, Richards & Smith
25	Designing a competitive intelligence model of the organization based on entrepreneurial awareness	Osanloo & Khademi
26	Investigating the effect of competitive intelligence on organizational performance in commercial banks	Sarami, Kordnaeich & Moishabaki Esfahani
27	The relationship between organizational learning and competitive intelligence in small and medium scale industries in Gorgan	Nabati & Matoofi

28	The relationship between organizational wisdom and knowledge management, competitive intelligence and business intelligence	Pourdjam, Siadat & Rajaeepour
29	Leading to competitive learning and intelligence	Tuan

To conduct the present research, first books and articles on competitive intelligence and its components were identified and then more relevant ones were selected using census method and concepts related to components of competitive intelligence were investigated. In order to assess the validity of the research, in addition to the global, organizational, and basic themes, the opinions and guidelines of the supervisors and consultants and some higher education specialists were taken into account after studying the theoretical and research bases and objectives of the research. In the present study, the reliability value was calculated by Holsti's method, which was estimated to be 0.98, which indicated a very high reliability. It should be noted that the data were analyzed by thematic analysis using a deductive approach.

Results

Selected books and articles were reviewed by thematic analysis method and the results of analysis of global, organizing themes and the number of their basic themes were presented in Table 2.

Table 2. Results of the analysis of global themes, organizing themes and the number of basic themes for competitive intelligence

Global themes	Organizing themes	Basic themes
Market awareness	Customer acquisition strategies	9 Themes
	Market environment engineering	10 Themes
Social-strategic awareness	Educational management	7 Themes
	Cultural management	11 Themes
	Financial resource management	11 Themes
	Human resources management	10 Themes
	Change management	9 Themes
	Excellence Management	4 Themes
Awareness of the competitors' status	Competitive Strategy	10 Themes
	Competitive planning	5 Themes
	Competitive evaluation	5 Themes
Technological awareness	Technological engineering	4 Themes
	Technological strategy	4 Themes

According to the results of Table 2, competitive intelligence consisted of four global themes, 13 organizing themes, and 99 basic themes, according to which global themes included market awareness (consisting of two organizing themes of customer attraction strategies and market environment engineering). Socio-strategic awareness (consisting of six organizing themes of educational management, cultural management, financial resource management, human resource management, change management and excellence management), awareness of competitors' status (consisting of three organizing themes competitive strategy, competitive planning and competitive evaluation) and technological awareness (consisting of two organizing

themes of technological engineering and technological strategy). The results of the analysis of organizing and basic themes in the global theme of market awareness were presented in Table 3.

Table 3. Results of analysis of organizing and basic themes in the global theme of market awareness for competitive intelligence

Organizing themes	Basic themes
Customer acquisition strategies	1. Customer respect, 2. Creating new customer-oriented values, 3. Paying attention to increasing added-value services, 4. Managing customer perspectives in the service process, 5. Customer orientation, 6. Being pioneer in the formation of the customer acquisition committee, 7. Paying attention to future customer needs, 8. Managing current customer needs and 9. Expanding CRM-based marketing
Market environment engineering	1. Analysis of environmental information, 2. Increasing the speed of obtaining information from the environment, 3. Attention to crisis management in the provision of services, 4. Development of the labor market and systematization of its activities, 5. Monitoring the internal and external work environment, 6. Rapid response to future environmental opportunities, 7. Attention to environmental events and appropriate response, 8. Attention and planning to increase market share, 9. Sustainability of environmental resources and 10. Use of new methods of marketing science

According to the results of Table 3, the global theme of market awareness included two sub-themes: organizing theme of customer acquisition strategies (consisting of 9 basic themes) and market environment engineering (consisting of 10 basic themes). The results of the analysis of organizing and basic themes in the global theme of socio-strategic awareness were presented in Table 4.

Table 4. Results of analysis of organizing and basic themes in the global theme of social-strategic awareness for competitive intelligence

Organizing themes	Basic themes
Educational management	1. Using different information networks, 2. Emphasizing organizational learning, 3. Providing specialized training in the organization, 4. Paying attention to information in accordance with customer needs, 5. Paying attention to data collection-related training 6. Development of organizational knowledge and 7. Creating continuous learning opportunities
Cultural management	1. Strengthening the pioneer culture in the organization, 2. Commitment to the goals and perspectives of the organization, 3. Promoting cultural justice, 4. Promoting intellectual property, 5. Promoting organizational ethics, 6. Building organizational trust, 7. Integrating cultural perspectives, 8. Development of collectivist culture, 9. Reproduction تكثير of organizational culture, 10. Development of cultural knowledge and 11. Cultural cohesion
Financial resource management	1. Attention to global economy, 2. Attention to knowledge-based economy, 3. Preparation of financial databases, 4. Attention to commercialization of financial knowledge, 5. Attention to income sources, 6. Promotion of long-term investment, 7. Acquisition of knowledge-based economy, 8. Emphasis on reducing organizational costs, 9. Reducing the loss of material and intangible resources, 10. Promoting economic knowledge in the organization and 11. Allocating funds for educational innovation
Human resource management	1. Promoting a sense of competition, 2. Using incentives, 3. Paying attention to human resource needs, 4. Risk management, 5. Promoting job enrichment, 6. Training future-oriented leaders, 7. Paying attention to competent managers, 8. Training knowledge-based specialist, 9. Development of organizational management techniques and 10. Preparation of employee evaluation indices
Change management	1. Supporting change strategies, 2. Paying attention to organizational improvement in the face of

	change, 3. Responding quickly to organizational change, 4. Paying attention to changes in the organization, 5. Predicting unexpected events, 6. Predicting labor market changes, 7. Increase employee awareness of change, 8. Emphasis on organizational change strategy and 9. Management of organizational change
Excellence management	1. Use of self-management strategies, 2. Documentation of organizational experiences, 3. Attention to scenario writing as a management method and 4. Use of organizational progress simulation models

According to the results of Table 4, the global theme of social-strategic awareness includes six organizing themes educational management (consisting of 7 basic themes), cultural management (consisting of 11 basic themes), financial resource management (consisting of 11 basic themes), human resource management (consisting of 10 basic themes), change management (consisting of 9 basic themes) and excellence management (consisting of 4 basic themes). The results of the analysis of organizing and basic themes in the global theme of awareness of the competitors' status were presented in Table 5.

Table 5. Results of analyzing organizing and basic themes in the global theme of awareness of competitors' status for competitive intelligence

Organizing themes	Basic themes
Competitive strategy	1. Promoting sustainable competition, 2. Promoting global competition, 3. Increasing the motivation for organizational competition, 4. Increasing the sense of being ahead of competitors, 5. Predicting competitors' goals, 6. Promoting competitive advantage, 7. Identifying competitive penetration strategies, 8. Emphasis on foresight in competition, 9. Attention to competitors' competitive goals and 10. Permanent investigation of the organization's competitive performance
Competitive planning	1. Forming a committee to monitor the competitors' strategy, 2. Awareness of competitors' weaknesses, 3. Emphasis on using the SWOT method, 4. Recognizing competitors' opportunities, and 5. Using different sources to obtain competitors' information
Competitive evaluation	1. Evaluating competitive effectiveness, 2. Evaluating competitors' threat factors, 3. Using competitive evaluation method, 4. Being a pioneer

in the field of competitive evaluation and 5. Ability to re-evaluate competitive performance

According to the results of Table 5, the global theme of awareness of competitors' status included three organizing themes of competitive strategy (consisting of 10 basic themes), competitive planning (consisting of 5 basic themes) and competitive evaluation (consisting of 5 basic themes). The results of the analysis of organizing and basic themes in the global theme of technological awareness were presented in Table 6.

Table 6. Results of analyzing organizing and basic themes in the global theme of technological awareness for competitive intelligence

Organizing themes	Basic themes
Technological engineering	1. Ability to provide new technological services, 2. Attention to providing new technological services, 3. Updating the technological capacity of the organization and 4. Using technology in analyzing competitors' information
Technological strategy	1. Promoting new technology, 2. Awareness of the diversity of competitors' technologies, 3. The importance of global technology development, and 4. Encouraging new technological perspectives

According to the results of Table 6, the global theme of technological awareness included two themes of technological engineering (consisting of 4 basic themes) and technological strategy (consisting of 4 basic themes). Considering the global, organizing, and basic themes for competitive intelligence, its network of themes is presented in Figure 1.

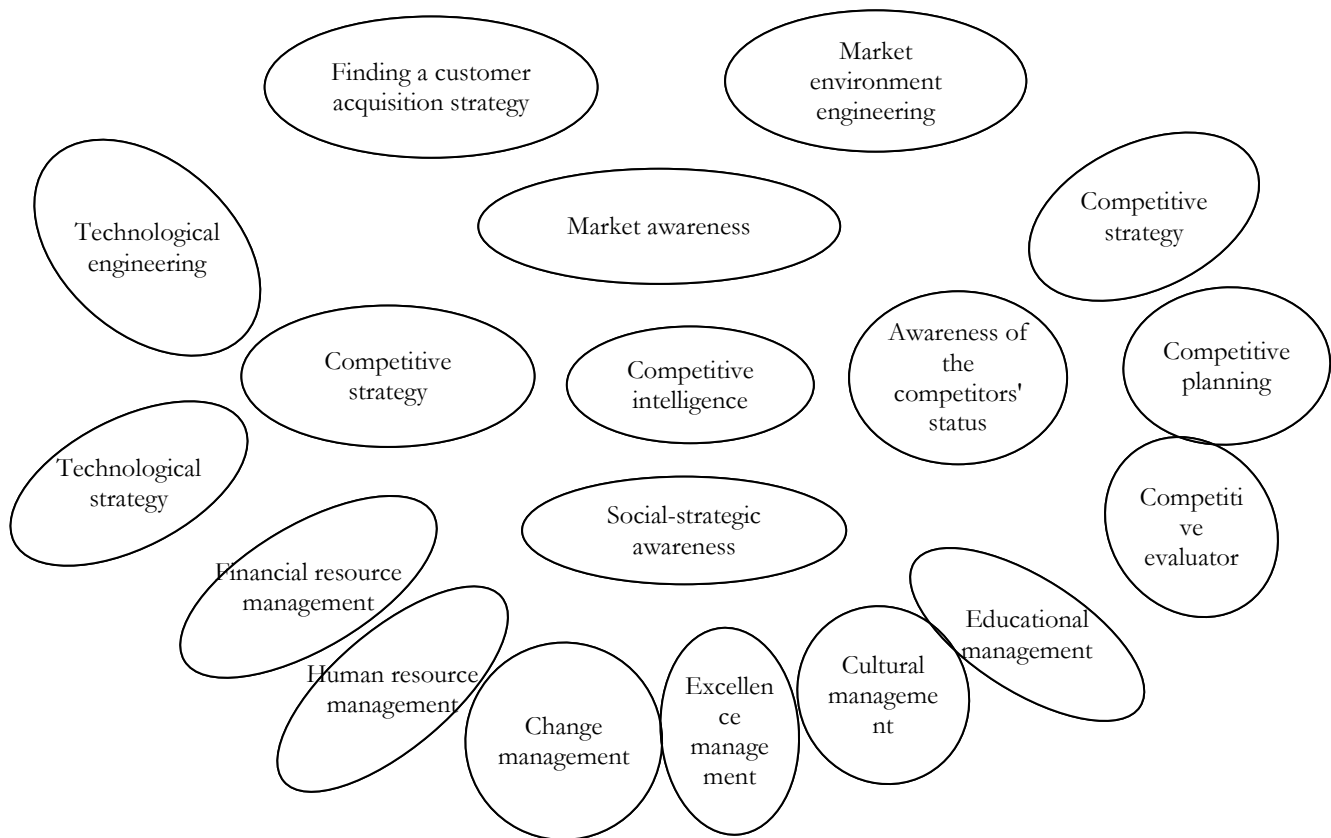


Figure 1. Theme network for competitive intelligence

Discussion

Competitive intelligence plays an important role in planning in any field, including education, so, the present study identified the components of competitive intelligence in order to provide a curriculum.

The findings of the present study showed that competitive intelligence consisted of four global themes and thirteen organizing themes. The global and organizing themes included: market awareness (customer acquisition strategies and market environment engineering), socio-strategic awareness (education management), cultural management, financial resource management, human resource management, change management and excellence management), awareness of competitors' status (competitive strategy, competitive planning and competitive evaluation) and technological awareness (technological engineering and technological strategy). These findings, which are extracted from 29 domestic and foreign books and articles, are consistent with the findings of studies by Belsky & Widaman (2018), Siah Sarani Kojouri et al. (2017), Nazarpouri et al. (2016), Calof et al. (2015), Sarami et al. (2015) and Rouach & Santi (2001).

The first global theme was market awareness with two themes: organizing customer acquisition strategies and market environment engineering. Higher education and university are important factors affecting the society and one of its most important challenges is student attraction policies. Some of these challenges include lack of a comprehensive program, unclear purpose and low level of educational facilities to attract students. Therefore, higher education and universities should evaluate the market and adopt a necessary planning in order to attract customers as a competitive advantage and monitor their environment to respond

to changes in the environment quickly and in a timely manner and be in constant contact with the society. Market orientation is a reflection of the standards and expectations of the university in creating and disseminating competitive intelligence. Also, the most important reason for the success of higher education based on competitive intelligence can be meeting the real needs of students. To achieve this goal, it is necessary to develop strategic plans by the university. Some universities are not competitive due to the lack of sufficient knowledge of students' needs, desires, preferences and sensitivities. Therefore, it can be said that students are now the focus of attention in universities and not only their needs and desires are met, but also they create value for customers. Another important point is that the optimal use of environmental opportunities in today's competitive world is one of the concerns of the education system and the market cannot be ignored in this regard. In fact, competitive intelligence analysis has always been related with market and marketing discussions and this relationship has always been of interest to researchers.

The second global theme was socio-strategic awareness with six themes: educational management, cultural management, financial resource management, human resource management, change management, and excellence management. One of the salient features of the present age is the increasing changes in human knowledge and various social, economic, industrial, political and technological fields. Therefore, training and management training is one of the foundations of training management and a tool to promote competitive advantage or organizational management. Competitive intelligence refers to the method of receiving education and sharing information in a better manner in order to provide access to information for all universities. This structure provides a suitable framework for sustainable education. Playing a cultural role in universities is one of the brilliant tasks and can be investigated in relation to social awareness. Overall, two major tasks of universities include teaching and transmitting culture. Recognizing the time, place, and manner of facing educational challenges depends on the trust that comes from competitive intelligence. Moreover, educational organizations are responsible for the cultural management of each country according to its own rules and specific conditions. In fact, it can be said that cultural management is the process of redesigning, reforming and improving the affairs and relations of cultural, social, political and economic systems based on engineered culture according to national, international conditions, characteristics and requirements. Also, one of the most important and common concepts of competitive intelligence is financial resource management. Therefore, it is necessary for universities to analyze their financial status as well as that of competitors in order to be able to compare their status with them. Universities need to make the right decisions in the areas of financial management and investment. To this end, it is necessary to have the right information from the environment. Today, universities as a driving force of the economy play a very important and valuable role in creating employment, economic balance and using the capabilities and potentials of economic units. This important goal is materialized by adopting sound financial policies. In this regard, competitive intelligence allows universities to develop and improve their financial competitiveness by analyzing the financial measures of competitors before they are affected by the environment, which in the long run help them gain a sustainable economic competitive advantage and improve their financial performance. Today, universities need human resource management in order to survive in a highly competitive environment. Therefore, intellectual capital and competitive intelligence are among the factors that have been considered by many management experts in recent years as new and effective phenomena in gaining the competitive advantage of organizations. In recent years, topics such as intangible assets and intellectual capital have attracted the attention of many researchers in the field of management, and the knowledge-based economy lies in human capabilities and how to use them systematically to gain benefits. Universities are able to make quick and smart decisions by using appropriate and available information and

through optimal management of human resources and knowledgeable people. In addition, change management suggests that competitive intelligence plays a role in improving the performance of managers, including universities that seek significant environmental changes that affect the future of educational organizations. Considering the rapid changes in the environment and considering the increasing opportunities and threats in the environment of Islamic Azad universities, to use the opportunities and overcome the threats, there is need to sufficient and up-to-date knowledge and information from the environment. Universities that cannot keep up with change and adapt to the conditions of the university environment will inevitably be eliminated from the competition. Moreover, universities will undoubtedly have to innovate and change constantly for their own survival and dynamism. Excellence management was also considered as a socio-strategic factor and competition will be enhanced if its importance is taken into account by the university officials. Therefore, by paying attention to new technology and promoting concepts such as business documentation, Managers can make higher education different in the university and be useful in improving the excellence and leadership of this cultural institution. University managers should have knowledge about competitive intelligence and be aware of the quality of services and create excellence in the university. Excellence models have been successful as a powerful tool in meeting the needs of universities and have been able to be used to a large extent in the pathology of universities and determining the path to achieve excellence.

The third global theme was awareness of competitors' status consisting of three organizing themes of competitive strategy, competitive planning, and competitive evaluation. Competitive strategy plays an important role in the increasing awareness of university administrators to succeed in the field of competition and be aware of the competitors' status. Today, competitive capabilities are the basis of university survival, and having and maintaining competitive capabilities requires strategy more than anything. Competitive intelligence is considered as a strategic management tool and one of the areas of business growth in the world. Moreover, universities can improve their competitive intelligence by meeting the competitive strategy needs. An intelligent university often predicts competitors' strategies better and faster and learns from their failures and successes, enabling administrators to systematically assess the competitiveness of universities with greater awareness of strategic decision-making. With regard to competitive planning, it can be said that one of the prominent features of the present era is the increasing competition between universities, which is mainly due to constant changes, competitive environment, changing needs of customers and staff, lack of resources and increasing costs. Universities are expected to respond appropriately and increase their flexibility under these stressful conditions, although most of these expectations are met through competitive planning. Therefore, competitive planning is on the agenda of universities today, and they must exceed the expectations of students in order to survive. For this purpose, universities must equip themselves with competitive planning. Besides, regarding competitive evaluation, it should be said that evaluation is essential in the current era, so that the lack of a comprehensive evaluation system in the competitive dimension is considered as an organizational disease. Moreover, one of the appropriate management methods in universities is the use of strategic management in which responding to external threats and eliminating weaknesses will be achieved optimally. One of the elements of the strategic management cycle is monitoring and evaluating the progress in achieving goals. Evaluation is also used as a process to judge the effectiveness of predetermined programs and requires the use of specific models and tools. Therefore, the continuous and coherent evaluation is one of the most important steps in strategic planning and universities can identify their strengths and weaknesses.

The fourth global theme was technological awareness, that consisted of two themes: organizing technological engineering and technological strategy. Technological engineering is a process that is accompanied by creativity to improve the performance of technology development, and universities use technology to produce products and services. University administrators have a special focus on technology management, development and transfer. Technology reduces university operating costs, materials and time, facilitates the provision of educational services, and increases speed and quality. Universities use technology engineering to create, acquire and apply innovation. Also, regarding technological strategy, it can be said that the first prerequisite for development in the university is to determine the priorities and technology strategies according to the capabilities of the university. Also, development of educational technology is the main mission of the educational system, in addition to systematizing research and development in various industries. According to this perspective, explaining and formulating the technology development strategy and paying attention to the position and missions of research centers and technological technology in technology development is doubly important. The goal of technology development strategy is to achieve sustainable technological advantage, and technological strategy plays a key role in creating and maintaining competitive power in the global arena and gives universities a competitive advantage.

One of the limitations of the present study was the lack of research on the components of competitive intelligence to provide a curriculum program, which made it difficult to compare the results with the results of other studies. Therefore, there is a need to further research on competitive intelligence in educational systems in order to design curricula. It is recommended to design a model for the competitive intelligence components and evaluate the relationship between the components and the total competitive intelligence in universities. Finally, it is recommended to identify the competitive intelligence components between universities such as Azad and State universities or Azad and Payame Noor universities and compare the identified components between them. According to the results of the present study and the global, organizing and basic themes identified for competitive intelligence, it is necessary to design curricula, accordingly. Therefore, competitive intelligence components and themes can be used while designing curricula, and the quality of the educational program can be improved, accordingly.

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