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© CSF – Creative Strategic Foresight – Study Programme

Pr. 517671-LLP-1-2011-1-FI ERASMUS\_FEXI

1.11.2011 – 30.9.2013

## CSF- course outline

# Foresight

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| COURSE TITLE | | **Foresight** |
| COURSE CODE | | For each educational institution to define |
| TYPE OF COURSE | | Optional |
| LEVEL OF COURSE | | Professional studies |
| YEAR OF STUDY | | Bachelor Programme |
| SEMESTER/TRIMESTER | | For each educational institution to define |
| NUMBER OF CREDITS\*  (recommendation) | | 5 |
| LANGUAGE OF THE COURSE | | English, Spanish |
| STUDENT’S WORK LOAD | | Total work load of the course 125 hours, of which:  Scheduled studies 60 hours  Autonomous studies 65 hours |
| COURSE DEVELOPER | | Institute for postgraduate studies - division at UNWE, Management Skills Development Centre |
| NAME/-S OF THE COURSE DEVELOPER | | Ivan Stoytchev, Milanka Slavova, Svetla Boneva, Antoaneta Daneshka, Andrey Nonchev |
| A BRIEF DESCTRIPTION OF THE COURSE | | The course is designed to engage students in the process of identifying and evaluating major issues and trends impacting society in general and companies in particular in the future, and exploring potential business implications that can drive sustainable innovation. |
| OBJECTIVES OF THE COURSE | | |
| Learning outcomes  . | At the end of the course, students are expected to: *Know* the foresight tools and techniques to help the strategic decision making, planning and forecasting, as well as communication, facilitation, group process, and teamwork; *Understand* how to apply foresight to company strategy development in order to navigate the challenges of change, complexity and globalization; *Implement* their knowledge and skills to plan for alternative futures and suggest solutions leading to preferred futures. | |
| Competencies | Foresight knowledge and skills to help strategic decision making, planning and forecasting, as well as communication, facilitation, group process, and teamwork.  The competencies encompass:  - Employ key concepts and paradigms of organizational leadership and foresight studies.  - Document new and emerging trends relevant to the organization, and explore the nature of these driving forces.  - Create an environmental scanning system, enabling an organization's strategic leaders to track patterns of change across trends, events and issues.  - Create system thinking models that map problems which organizations face in their internal and external environments.  - Create a baseline forecast of trends for an organization which contains alternative futures, uncertainties, and wildcards relating to their competitive advantage.  - Lead a scenario learning process that tests strategy against a range of possible futures.  - Evaluate the impact of a policy intervention in the context of company, national or regional change amidst identified driving forces. | |
| MODE OF DELIVERY | Both face-to-face and virtual learning are used.  *Scheduled:*  Interactive meetings/ lessons: 22 hours  Learning tasks: 33 hours  Workshop: 8 hours  Collaborative project work: 40 hours  *Autonomous:*  Self-reading: 22 hours  Mode can be adapted nationally and personally. | |
| COURSE CONTENTS | **Part One - Foresight Overview**   * Introduction to Foresight * Stakeholder mapping and networking * Company foresight and its interaction with strategic planning * Organizing a foresight exercise   **Part Two – Foresight Tools and Methods**   * Environmental scanning * Trend Analysis * Opinion Elicitation * Deliberation * Scenarios   **Part Three – Foresight Implementation**   * Frameworks for Strategic Response * Managing change | |
| RECOMMENDED READING | Georghiou, L., Harper, J.C., Keenan, M., Miles, I., & R.Popper. (2008). *The Handbook of Technology Foresight. Concepts and Practice.* Edward Elgar Publishing  Hines, A. & P.Bishop. (2006). *Thinking about the Future. Guidelines for Strategic Foresight.* Social Technologies. Washington  Jackson, M. (2011). *Practical Foresight Guide*. <http://www.shapingtomorrow.com/media-centre/pf-ch03.pdf>  Loveridge, D.(2009). *Foresight: the art and science of anticipating future.* Routlidge, NY  Manu, A. (2007). *The Imagination Challenge: Strategic Foresight and Innovation in the Global Economy*. New Riders, Pierson Edition  Marcus, A.A.,& A. Marcus (2009). *Strategic Foresight: A New Look at Scenarios.* New York, NY: Palgrave Macmillan  Roherbeck, R.(2011). *Corporate Foresight: Towards a Maturity Model for the Future Orientation of the Firm*. Physica Verlag, Springer Co, Berlin  Roy, D. (2009). *Strategic Foresight and Porter’s Five Forces*. GRIN Verlag  Turner, S. (2010). *Management. Essential Tools for Getting Results Now*. McGraw Hill | |
| ADDITIONAL RESOURCES | No additional resources indicated. Free for the lecturer to choose. | |
| TEACHING METHODS  Combined with education, research and companies | Class lecturers, discussions, workshops, autonomous studies  The class lectures are designed to identify the more important foresight concepts, fields of application, clarify the organisational characteristics of foresight at the company level, scoping the foresight, and provide more real world examples of successful company foresight  Discussions and workshops are based on an exercise, company or research case studies. Case studies will provide more detailed analysis on particular issue of foresight methodology and its creative implementation. | |
| ASSESSMENT METHODS AND CRITERIA | Active participation: 20%  Learning tasks: 30%  Collaborative project work: 50% | |

**\*** Can be diminished or expanded according to the institution, curricula, need and cases.