Федеральное государственное автономное образовательное учреждение высшего образования
"Национальный исследовательский университет
"Высшая школа экономики"

Институт статистических исследований и экономики знаний

Рабочая программа дисциплины
«Корпоративный форсайт»

для направления 38.04.02 «Менеджмент» подготовки магистра

Авторы программы:
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Утверждена Академическим руководителем магистерской программы
«Управление в сфере науки, технологий и инноваций»
31 августа 2017 года, протокол №: 08312017/СС-2

Академический руководитель образовательной программы
Д. Майснер

Москва, 2017

Настоящая программа не может быть использована другими подразделениями университета и другими вузами без разрешения подразделения-разработчика программы
Corporate Foresight

1. Introductory note

Program authors: Konstantin Vishnevskiy

General Description of the Program:
The course is delivered to master students of The National Research University - Higher School of Economics/HSE. It is delivered in modules. The course length is 114 academic hours in total of which 32 hours are class room hours for lectures and seminars and 82 hours are devoted to self study.
Academic control forms are one written exam and one home assignment divided into two parts. The course contains 11 topics listed in 3 groups which are mutually exclusive but collectively exhaustive to cover the subject.

Pre-requisites
- Basics of economics and / or management.
- Basics in Strategic Planning and Foresight.
- Basics in Strategies in STI Management.
- Interdisciplinary and systemic thinking.

Course Objective
The course spans 1 academic module. The teaching is based on wide range of cutting edge materials devoted to Strategic Foresight for Corporations and extensive practical experience gained by the authors during projects with leading Russian companies.

Lectures are designed to deliver existing methodological frameworks of Foresight for companies and domestic and international experience of using this approach in business planning and strategic decision-making. Each lecture is accompanied by a seminar assumed individual and/or group work. These seminars give students opportunity to transform obtained knowledge into practical skills that will be useful in corporate planning activities and strategic management.

Course Language: English.

Abstract
The beginning of the 21st century is characterized by accelerating pace of scientific and technological progress. It becomes evident in this framework that there is an urgent need for companies in identifying vectors of concentrating resources on those areas that can become a driver for rapid but sustainable business development. As evidenced the world practice, one of the most effective long-term forecasting tools for economic and technological development of the company, providing a comprehensive view of the complex and diverse factors determining the dynamics of supply and demand in the relevant markets, coupled with technological trends, is a Strategic Foresight.
The main feature of Strategic Foresight for companies is the fact that it focuses not on the identification of the most probable future, but on the formation of a priorities system and the condi-
tions necessary for their implementation — the system of measures in the form of roadmap and favorable institutional environment.

The course will consist of 2 basic streams — a lecture and a seminar. Lectures and seminars are based on recent academic work from different scientific perspectives; introduce case studies and state of the art approaches applied by practitioners. The combination of lectures and seminars enable participants to get much better insight into the content of innovation’s black boxes. Moreover seminars consist of introduction lectures followed by student’s self study to solve a prede- fined task.

For those who need 4 credits the course presupposes extra task on the essence of foresight.

**Training Objectives**

- Development of corporate planning activities skills.
- Training of using corporate Foresight in priority-setting.
- Training of employing roadmapping in company’s decision-making.

**Competencies**

- Knowledge of methods for corporate foresight.
- Knowledge of best foresight practices at companies.
- Ability to plan and launch foresight projects.
- Skills to use corporate foresight in priority-setting.
- Skills to use roadmapping in decision-making.

**Target audience**

- Master students
2. **Thematic Plan**

a) **lectures**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Total academic hours</th>
<th>Lectures (class hours)</th>
<th>Self study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Foresight for management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The concept of strategic corporate Foresight</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>The rationale of strategic corporate Foresight</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Corporate Foresight in strategic management and business planning</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>total</td>
<td>12</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Instruments of corporate Foresight</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority setting in corporate innovation management</td>
<td>8</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Scenario development with strategic corporate Foresight</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Interpretation of scenarios</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Technology and market roadmapping</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Integrated roadmapping</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Corporate Foresight and integrated roadmapping for decision-making</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>total</td>
<td>28</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td><strong>Management of corporate Foresight</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expert procedures in strategic corporate Foresight</td>
<td>10</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Planning corporate Foresight projects</td>
<td>10</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>total</td>
<td>20</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>60</td>
<td>22</td>
<td>38</td>
</tr>
</tbody>
</table>

b) **seminars**

The seminars section includes introductory presentation, interim presentation / individual consultations and students’ presentations. An introductory session highlights the phenomena in discussion, introduces the theoretical background and practical applicability. Supervision of students will be offered using a mid term interim presentation of additional information and facts by the supervisor and individual consultations during the seminar. Following these introductory sessions students will make presentations in small groups aimed at increasing absorption of lecture materials.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Total academic hours</th>
<th>Class hours</th>
<th>Self study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory presentation</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Interim presentation / individual consultations</td>
<td>22</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Presentations</td>
<td>28</td>
<td>4</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>54</td>
<td>10</td>
<td>44</td>
</tr>
</tbody>
</table>
3. **Basic literature**


4. **Education control forms**

Final control (F): written exam (80 minutes multiple choice and open-ended questions exam)
Seminar (S): home assignment which includes oral presentation in groups at the end of the seminar.

The overall course grade (10-point scale) is calculated as a sum of

\[ G = 0.4 \times F + 0.6 \times S \]

The overall course grade \( G \) (10-point scale) includes results achieved by students in their exam \( F \), seminar (S); it is rounded up to an integer number of points.

**Summary Table: Correspondence of ten-point to five-point system’s marks**

<table>
<thead>
<tr>
<th>Ten-point scale [10]</th>
<th>Five-point scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – unsatisfactory</td>
<td>1</td>
</tr>
<tr>
<td>2 – very bad</td>
<td>2</td>
</tr>
<tr>
<td>3 – bad</td>
<td>3</td>
</tr>
<tr>
<td>4 – satisfactory</td>
<td>4</td>
</tr>
</tbody>
</table>
5 – quite satisfactory
6 – good
7 – very good
8 – nearly excellent
9 – excellent
10 – brilliant

5. Programme Content

Module 1 - Corporate Foresight for management

Topic 1. The concept of strategic corporate Foresight

Topic outline:
- Need for Foresight in Companies
- International and Russian practice of corporate Foresight

Main references/books/reading:
- S. Mendonça, Futures research at DaimlerChrysler: socio-technology at the core of the corporate knowledge system, (2001).

Topic 2. The rationale of strategic corporate Foresight

Topic outline:
- Integration of corporate Foresight in company functions

Main references/books/reading:
- S. Mendonça, Futures research at DaimlerChrysler: socio-technology at the core of the corporate knowledge system, (2001).

Topic 3. Corporate Foresight in strategic management and business planning

Topic outline:
- Changes in company’s strategic documents on the basis of Foresight
- Directions of using corporate Foresight in companies

Main references/books/reading:

Module 2 - Instruments of corporate Foresight

Topic 1. Priority setting in corporate innovation management

Topic outline:
• Outcomes and challenges of priority setting for companies
• Priority setting for corporations and small and medium-sized enterprises (SMEs)

Main references/books/reading:

Topic 2. Scenario development with strategic corporate Foresight

Topic outline:
• Scenario matrix
• Quantitative scenarios

Main references/books/reading:

Topic 3. Interpretation of scenarios

Topic outline:
• Integration of company’s scenario into socio-economic framework
• Qualitative scenarios

Main references/books/reading:

Topic 4. Technology and market roadmapping

Topic outline:
• Roadmapping for companies on the basis of priority-setting
• Links between elements of the roadmap

Main references/books/reading:
• S. Lee, Y. Park, Customization of technology roadmaps according to roadmapping purposes: Overall process and detailed modules, Technological Forecasting and Social Change. 72 (2005) 567–583.

Topic 5. Integrated roadmapping

Topic outline:
• Integration of market and technology roadmaps
• Choosing relevant roadmap visualization

Main references/books/reading:
• S. Lee, Y. Park, Customization of technology roadmaps according to roadmapping purposes: Overall process and detailed modules, Technological Forecasting and Social Change. 72 (2005) 567–583.

Topic 6. Corporate Foresight and integrated roadmapping for decision-making

Topic outline:
• Stakeholders analysis
• Strategic decision-making on the basis of corporate Foresight and integrated roadmapping

Main references/books/reading:
Module 3 - Management of corporate Foresight

Topic 1. Expert procedures in strategic corporate Foresight

Topic outline:
- Engagement of all relevant stakeholders
- Expert groups and interviews: corporate level features

Main references/books/reading:

Topic 2. Planning corporate Foresight projects

Topic outline:
- Launching Foresight in companies
- Defense of project of Foresight study

Main references/books/reading:

Extra content for those who need 4 credits

Topic outline:
- Essence of Foresight
- Evolution of Foresight practices
- Introduction to frequently used methods for Foresight and strategic planning

Main references/books/reading: