

# Syllabus

Corporate foresight (2 year)

(3 ECTS)

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## Author, lecturer (e-mail, web-page)

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## 1. Course Description

The course is delivered to master students of The National Research University Higher School of Economics. It is delivered in one module. 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.

### a. Pre-requisites

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

### b. Abstract

The beginning of the 21th century is characterized by accelerating pace of scientific and techno-logical 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 rap-id 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 conditions 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. More-over seminars consist of introduction lectures followed by student's self study to solve a predefined task.

## 2. Learning Objectives

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

## 3. Learning Outcomes

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

## 4. Course Plan

### a. Lectures

Topic	
The concept & rationale of strategic corporate Foresight	<ul style="list-style-type: none"> <li>• Definitions</li> <li>• Corporate foresight tools</li> <li>• Corporate foresight models</li> </ul>
Corporate Foresight in strategic management and planning	<ul style="list-style-type: none"> <li>• Role and place of corporate foresight in companies</li> <li>• Components of successful corporate foresight</li> <li>• Corporate foresight methods</li> </ul>
Competitive Intelligence/Market Intelligence/Competitive Insight	<ul style="list-style-type: none"> <li>• Similarities and distinctions between corporate foresight and competitive intelligence</li> <li>• Toolkit of competitive intelligence</li> <li>• Profiling in competitive intelligence</li> </ul>
Scenario approach: priority setting, scenario development and interpretation of scenarios	<ul style="list-style-type: none"> <li>• Priority setting</li> <li>• Scenario development</li> <li>• Interpretation of scenarios</li> </ul>
Roadmapping in corporate foresight: technology, market, integrated roadmapping. Corporate Foresight and integrated roadmapping for decision-making	<ul style="list-style-type: none"> <li>• Technology, market and integrated roadmapping</li> <li>• Corporate Foresight and integrated roadmapping for decision-making</li> </ul>
Management of corporate Foresight: expert procedures, planning corporate foresight projects. Summary of project work	<ul style="list-style-type: none"> <li>• Expert procedures</li> <li>• Planning corporate foresight projects.</li> <li>• Summary of project work</li> </ul>

## b. Seminars

### Topics:

- Proposal for foresight study (group project work, presentation)
- Foresight study (group project work, presentation)

## 5. Reading List

### a. Basic and required

#### *Topic 1. The concept & rationale of strategic corporate Foresight*

- 1) Rohrbeck R., Gemünden H.G., Corporate foresight: Its three roles in enhancing the innovation capacity of a firm, *Technological Forecasting and Social Change*. 78 (2011) 231–243. (<https://www.sciencedirect.com/science/article/pii/S004016251000140X>)
- 2) Vishnevskiy K., Karasev O., Meissner D. Integrated roadmaps and corporate Foresight as tools of innovation management: The case of Russian companies // *Technological Forecasting and Social Change*. 2015. Vol. 90. P. 433-443. (<https://www.sciencedirect.com/science/article/pii/S0040162514001322>)
- 3) Alsan A., Corporate foresight in emerging markets: Action research at a multinational company in Turkey, *Futures*. 40 (2008) 47–55. (<https://www.sciencedirect.com/science/article/pii/S0016328707000857>)

#### *Topic 2. Corporate Foresight in strategic management and planningkv*

- 1) Ruff, F. (2014). The advanced role of corporate foresight in innovation and strategic management—Reflections on practical experiences from the automotive industry. *Technological Forecasting and Social Change* (<https://www.sciencedirect.com/science/article/pii/S0040162514002388>)
- 2) Daheim C., Uerz G., Corporate foresight in Europe: from trend based logics to open foresight, *Technology Analysis & Strategic Management*. 20 (2008) 321–336. (<https://www.tandfonline.com/doi/abs/10.1080/09537320802000047>)
- 3) Heiko, A., Vennemann, C. R., & Darkow, I. L. (2010). Corporate foresight and innovation management: A portfolio-approach in evaluating organizational development. *Futures*, 42(4), 380-393. (<https://www.sciencedirect.com/science/article/pii/S0016328709001979>)

#### *Topic 3. Competitive Intelligence/Market Intelligence/Competitive Insight*

- 1) Calof, J. (2017). Canadian competitive intelligence practices—a study of practicing strategic and competitive intelligence professionals Canadian members. *Foresight*, 19(6), 577-589. (<https://www.emeraldinsight.com/doi/full/10.1108/FS-07-2017-0024>)
- 2) Calof, J., Arcos, R., & Sewdass, N. (2018). Competitive intelligence practices of European firms. *Technology Analysis & Strategic Management*, 30(6), 658-671. (<https://www.tandfonline.com/doi/abs/10.1080/09537325.2017.1337890>)

#### *Topic 4. Scenario approach: priority setting, scenario development and interpretation of scenarios*

- 1) G. Ringland, The role of scenarios in strategic foresight, *Technological Forecasting and Social Change*. 77 (2010) 1493–1498 (<https://www.sciencedirect.com/science/article/pii/S0040162510001319>)
- 2) Alizadeh, R., Lund, P. D., Beynaghi, A., Abolghasemi, M., & Maknoon, R. (2016). An integrated scenario-based robust planning approach for foresight and strategic management with application to energy industry. *Technological Forecasting and Social Change*, 104, 162-171 (<https://www.sciencedirect.com/science/article/pii/S0040162515003935>)
- 3) Vecchiato, R. (2015). Strategic planning and organizational flexibility in turbulent environments. *Foresight*, 17(3), 257-273 (<https://www.emeraldinsight.com/doi/full/10.1108/FS-05-2014-0032>).

*Topic 5. Roadmapping in corporate foresight: technology, market, integrated roadmapping. Corporate Foresight and integrated roadmapping for decision-making*

- 1) Vishnevskiy K., Karasev O., Meissner D. Integrated roadmaps and corporate Foresight as tools of innovation management: The case of Russian companies // *Technological Forecasting and Social Change*. (2015) Vol. 90, part B. No. January. P. 433-443. (<https://www.sciencedirect.com/science/article/pii/S0040162514001322>)
- 2) Vishnevskiy K., Karasev O., Meissner D. Integrated roadmaps and corporate Foresight as tools of innovation management: The case of Russian companies // *Technological Forecasting and Social Change*. 2015. Vol. 90. P. 433-443. (<https://www.sciencedirect.com/science/article/pii/S0040162514001322>)
- 3) R. Vecchiato, Environmental uncertainty, foresight and strategic decision making: An integrated study, *Technological Forecasting and Social Change*, 79 (2012) 436–447 (<https://www.sciencedirect.com/science/article/pii/S0040162511001466>)

*Topic 6. Management of corporate Foresight: expert procedures, planning corporate foresight projects. Summary of project work*

- 1) Reger G., Technology foresight in companies: from an indicator to a network and process perspective, *Technology Analysis & Strategic Management*. 13 (2001) 533–553. (<https://www.tandfonline.com/doi/pdf/10.1080/09537320127286>)
- 2) H. von der Gracht, C. Vennemann, I. Darkow, Corporate foresight and innovation management: A portfolio-approach in evaluating organizational development, *Futures*. 42 (2010) 380–393. (<https://www.sciencedirect.com/science/article/pii/S0016328709001979>)

**b. Optional and recommended:**

*Topic 1. The concept & rationale of strategic corporate Foresight*

- 1) Mendonça S., Futures research at DaimlerChrysler: socio-technology at the core of the corporate knowledge system, (2001). ([https://repositorio.iscte-iul.pt/bitstream/10071/481/4/DINAMIA\\_WP\\_2001-22.pdf](https://repositorio.iscte-iul.pt/bitstream/10071/481/4/DINAMIA_WP_2001-22.pdf))
- 2) Vishnevskiy K., Meissner D., Karasev O. Strategic foresight: state-of-the-art and prospects for Russian corporations // *Foresight*. 2015. Vol. 17. No. 5. P. 460-474. (<https://www.emeraldinsight.com/doi/full/10.1108/FS-11-2014-0075>)

*Topic 2. Corporate Foresight in strategic management and planning*

- 1) Alsan A., Corporate foresight in emerging markets: Action research at a multinational company in Turkey, *Futures*. 40 (2008) 47–55. (<https://www.sciencedirect.com/science/article/pii/S0016328707000857>)
- 2) Vishnevskiy K., Karasev O., Meissner D. Integrated roadmaps and corporate Foresight as tools of innovation management: The case of Russian companies // *Technological Forecasting and Social Change*. 2015. Vol. 90. P. 433-443. (<https://www.sciencedirect.com/science/article/pii/S0040162514001322>)
- 3) Rohrbeck, R., & Kum, M. E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. *Technological Forecasting and Social Change*, 129, 105-116. (<https://www.sciencedirect.com/science/article/pii/S0040162517302287>)

*Topic 3. Competitive Intelligence/Market Intelligence/Competitive Insight*

- 1) Calof, J., Richards, G., & Smith, J. (2015). Foresight, competitive intelligence and business analytics—tools for making industrial programmes more efficient. *Foresight Russia*, 9(1 (eng)). (<https://cyberleninka.ru/article/v/foresight-competitive-intelligence-and-business-analytics-tools-for-making-industrial-programmes-more-efficient>)
- 2) Dishman, P. L., & Calof, J. L. (2008). Competitive intelligence: a multiphasic precedent to marketing strategy. *European Journal of Marketing*, 42(7/8), 766-785. (<https://www.emeraldinsight.com/doi/full/10.1108/03090560810877141>)

*Topic 4. Scenario approach: priority setting, scenario development and interpretation of scenarios*

- 1) K. Moyer, Scenario Planning at British Airways – A Case Study. *Long Range Planning*, 29, (1996) 172–181. (<https://www.sciencedirect.com/science/article/pii/0024630196000052>)
- 2) M. Amer, T.U. Daim, A. Jetter, A review of scenario planning, *Futures*. 46 (2013) 23–40. (<https://www.sciencedirect.com/science/article/pii/S0016328712001978>)
- 3) Mietzner, D. & Reger, G. Advantages and disadvantages of scenario approaches for strategic foresight. *International Journal of Technology Intelligence and Planning* Vol. 1, No. 2 (2005) 220–239. (<http://www.forschungsnetzwerk.at/downloadpub/stragegicforesight2005.pdf>)

*Topic 5. Roadmapping in corporate foresight: technology, market, integrated roadmapping. Corporate Foresight and integrated roadmapping for decision-making*

- 4) 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. (<https://www.sciencedirect.com/science/article/pii/S0040162504001519>)
- 5) J. H. Lee, R. Phaal, S.-H. Lee, An integrated service-device-technology roadmap for smart city development, *Technological Forecasting and Social Change* (2013) 80 (2) 286–306 (<https://www.sciencedirect.com/science/article/pii/S0040162512002582>)

*Topic 6. Management of corporate Foresight: expert procedures, planning corporate foresight projects. Summary of project work*

- 1) Gershman, M., Bredikhin, S., & Vishnevskiy, K. (2016). The role of corporate foresight and technology roadmapping in companies' innovation development: The case of Russian state-owned enterprises. *Technological Forecasting and Social Change*, 110, 187-195. (<https://www.sciencedirect.com/science/article/pii/S0040162515003522>)
- 2) I.-L. Darkow, The involvement of middle management in strategy development — Development and implementation of a foresight-based approach, *Technological Forecasting and Social Change*. (2014). (<https://www.sciencedirect.com/science/article/pii/S0040162513003089>)

## 6. Grading System

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

$$G = 0,4 F + 0,6 S$$

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.

Final control (F): written exam (80 minutes multiple choice and open-ended questions exam)

Seminar (S): Oral presentation in groups at the end of the seminar.

### Summary Table: Correspondence of ten-point to five-point system's marks

Ten-point scale [10]	Five-point scale [5]
1 – unsatisfactory 2 – very bad 3 – bad	Unsatisfactory – 2
4 – satisfactory 5 – quite satisfactory	Satisfactory – 3
6 – good 7 – very good	Good – 4
8 – nearly excellent 9 – excellent 10 – brilliant	Excellent – 5

## 7. Course Assignments (S)

A home-prepared presentation to be defended at class. A total of 2 assignments are given. The best assignment grade for each presentation weights 0,3 of final grade (G).

### *Presentation template for Seminar 1 – Proposal for foresight study*

- Create your team (4-5 students)
- Choose one Company
- Try to convince the Board to make corporate Foresight during 10-minute presentation:
  - benchmarking (best practices)
  - approaches (methodological toolkit)
  - integration into business planning and priority-setting
  - expected outcomes
  - ... (any other issues that can be useful for company top management)

- Prepare PPT slides, executive summary (1 page A4) and provocative questions to other groups

***Presentation template for Seminar 2 – Foresight study***

- Conduct Foresight study for your company
- Make 10 minute PPT presentation:
  - background (including competitive intelligence etc.)
  - approach (methodological toolkit)
  - future vision (including technologies, products, services)
  - scenarios (including trends, risks, STEEPV etc.)
  - roadmap and its implementation into strategic decision-making
  - recommendations for the company
  - ... (any other issues that can be useful for company top management)
- Prepare executive summary (1 page A4)

**8. Examination Type**

Final control (F) is written exam (80 minutes multiple choice and open-ended questions exam).

**9. Methods of Instruction**

The course combines lectures and seminars through a participatory sessions and group work. Lectures are designed to clarify major theoretical concepts and international experiences employed in corporate foresight. Seminars are aimed at sharing the students' reflections on the approaches introduced in the literature and developing analytical and practical abilities required to professionally discuss topics aroused during the course. The students are expected to be ready for discussions using the recommended readings and lecture materials.

**10. HSE Library E-resources**

Emerald Emerging Markets Case Studies.

URL: [https://www.emeraldinsight.com/topic/cs\\_all?sortBy=Ppub](https://www.emeraldinsight.com/topic/cs_all?sortBy=Ppub)

**11. Software Support, including Open-Source Database Software**

- Microsoft Windows 7 Professional RUS: internal university network (agreement)
- Microsoft Windows 10: internal university network (agreement)
- Microsoft Windows 8.1 Professional RUS: internal university network (agreement)
- Microsoft Office Professional Plus 2010: internal university network (agreement)

**12. Special Equipment**

Classrooms for lectures provide proper use and presentations of particular topics, specifically:

- PC with internet access and office software or laptop
- multimedia projector
- screen
- flipchart