



Syllabus Course Program



Corporate Foresight in International Business

Specialty

073 - Management

Institute

Institute of Education and Science in Economics,
Management and International Business

Educational program

Business administration (in English)

Department

Management 204

Level of education

Master level

Course type

Special (professional), Elective (optional)

Semester

2

Language of instruction

English

Lecturers and course developers

**First name and surname**

natalia.shyriaieva@khpi.edu.ua

PhD, associate professor, associate professor

General information, number of publications, main courses, etc.

[More about the lecturer on the department's website](#)

General information

Summary

Corporate Foresight in International Business explores the role of foresight methodologies in guiding multinational companies toward sustainable and innovative futures. This course covers theoretical foundations, case studies, and practical tools that help firms anticipate changes in the global business environment. Students will learn how to use scenario planning, trend analysis, and strategic foresight techniques to manage uncertainty and enhance long-term decision-making. The course also examines how corporate foresight drives innovation, manages risks, and supports global competitiveness. Through lectures and workshops, students will gain hands-on experience in applying foresight to international business challenges.

Course objectives and goals

This course on Corporate Foresight in International Business aims to provide students with strategic foresight tools for navigating the complexities of global markets. It covers methodologies such as scenario planning and horizon scanning, enabling students to anticipate future trends and uncertainties. Through case studies, students will learn how to incorporate foresight into corporate strategies to foster innovation, manage risks, and enhance competitiveness in international settings. The course builds critical skills in long-term strategic thinking, preparing students to address emerging global challenges and opportunities.

Format of classes

Lectures, workshops, consultations. Individual assignment (calculation task). Final control is differentiated grading.

Competencies

GC6. Ability to generate new ideas (creativity).
GC7. Ability to think abstractly, analyze and synthesize
SC10. Ability to manage the organization and its development

Learning outcomes

LO1. To critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions
LO5. Plan the organization's activities in strategic and tactical terms.
LO6. To have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of current legislation, ethical considerations and social responsibility.

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, workshops - 16 hours, self-study - 72 hours.

Course prerequisites

The prerequisites for this course are knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Management and Administration (Order of the Ministry of Education and Science of Ukraine No. 157 dated February 11, 2022)

Features of the course, teaching and learning methods, and technologies

Interactive lectures with presentations, discussions, workshops, project-based learning, teamwork, gamification, case studies

Program of the course

Topics of the lectures

Topic 1. Introduction to Corporate Foresight (Lecture 1).

Definition, concepts, and significance of foresight in corporate strategy.

Topic 2. Corporate Foresight in International Business (Lecture 2).

Theoretical foundations and case studies.

Topic 3. Types and Models of Corporate Foresight (Lecture 3).

Exploratory foresight, predictive foresight, and normative foresight.

Topic 4. Scenario Planning as a Tool for Corporate Foresight (Lecture 4-5).

Techniques and relevance in multinational companies.

Topic 5. Strategic Foresight in Global Decision-Making (Lecture 6-7).

How foresight contributes to long-term decision-making in international contexts

Topic 6. Emerging Trends and Technologies Shaping Global Markets (Lecture 8-9).

How foresight helps anticipate technological and market changes.

Topic 7. Corporate Foresight and Innovation Management (Lecture 10-11).

The role of foresight in driving innovation across borders.

Topic 8. Risk Management and Uncertainty in International Business (Lecture 12-13).

Using foresight to mitigate risks in global operations.

Topic 9. Sustainability and Corporate Foresight (Lecture 14-15).

The role of foresight in driving sustainable development goals.

Topic 10. Case Studies on Corporate Foresight (Lecture 16).

Best practices from multinational companies, with examples from various sectors.

Topics of the workshops

Topic 1. Developing alternative future scenarios for a multinational company.

Topic 2. Creating a strategic roadmap using foresight tools

Topic 3. Analyzing trends and predicting their impact on international markets

Topic 4. Simulating crisis scenarios and using foresight for effective responses

Topic 5-6. Exploring how foresight can guide innovation in product development for global markets

Topic 7-8. Applying foresight techniques to address sustainability challenges in international business.

Topics of the laboratory classes

This course does not include laboratory classes.

Self-study

Students have all supporting materials for self-studying. An individual task is a necessary element of the final assessment. The IA topics are introduced to students in the beginning of the semester. The topics will reflect current challenges in the Corporate Foresight practices in International Business and will be related to the concept of sustainable development. The results of the IA should be compiled into a file and supported by a presentation.

Course materials and recommended reading

1. Данько, Т. В., Н. В. Ширяева (2020). "Корпоративний фортсайт в менеджменті міжнародного бізнесу." Підприємництво та інновації 15: 42-48.
2. Gordon A. V. (2020). 50 years of corporate and organizational foresight: looking back and going forward / A. V. Gordon et.al. Technological Forecasting and Social Change. Vol. 154. P. 1-14.
3. Marinković, M., Al-Tabbaa, O., Khan, Z., & Wu, J. (2022). Corporate foresight: A systematic literature review and future research trajectories. Journal of Business Research, 144, 289-311.
4. Fergnani, A. (2022). Corporate foresight: A new frontier for strategy and management. Academy of Management Perspectives, 36(2), 820-844.
5. Semke, L. M., & Tiberius, V. (2020). Corporate foresight and dynamic capabilities: An exploratory study. Forecasting, 2(2), 180-193.
6. Demneh, M. T., Zackery, A., & Nouraei, A. (2023). Using corporate foresight to enhance strategic management practices. European Journal of Futures Research, 11(1), 5.
7. Spaniol, M. J., & Rowland, N. J. (2022). Business ecosystems and the view from the future: The use of corporate foresight by stakeholders of the Ro-Ro shipping ecosystem in the Baltic Sea Region. Technological Forecasting and Social Change, 184, 121966.
8. Schwarz, J. O., Rohrbeck, R., & Wach, B. (2020). Corporate foresight as a microfoundation of dynamic capabilities. Futures & Foresight Science, 2(2), e28.
9. Rohrbeck R., Battistella C., Huizingh E. (2015). Corporate foresight: an emerging field with a rich tradition. Technological Forecasting and Social Change. Vol. 101. P. 1-14.
10. AlMujaini, H., Hilmi, M., Abudaqa, A., & Alzahmi, R. (2021). Corporate foresight organizational learning and performance: The moderating role of digital transformation and mediating role of innovativeness in SMEs. International Journal of Data and Network Science, 5(4), 703-712.
11. Rohrbeck R. (2010). Corporate foresight: towards a maturity model for the future orientation of a firm. Springer Science & Business Media. 240 p.
12. Rohrbeck R., Gemünden H. G. (2011). Corporate foresight: its three roles in enhancing the innovation capacity of a firm. Technological Forecasting and Social Change. Vol. 78, № 2. P. 231-243.
13. Rohrbeck R., Schwarz J. O. (2013). The value contribution of strategic foresight: insights from an empirical study of large european companies. Technological Forecasting and Social Change. Vol. 80, № 8. P. 1593 -1606.
14. Rohrbeck R., Gemünden H. G. (2008). Strategic foresight in multinational enterprises: building a best-practice framework from case studies. Emerging Methods in R&D Management Conference. P. 10-20.
15. Atilla Öner M., Göl Beşer S. (2011). Assessment of corporate foresight project results: case of a multinational company in turkey. Foresight. Vol. 13, № 2. P. 49-63.

Assessment and grading

Criteria for assessment of student performance, and the final score structure

100% Final assessment as a result of differentiated grading (40%) and Continuous assessment (60%).
40% differentiated grading: written assignment (theory + problem solving) and its oral presentation.
60% Continuous assessment: online tests and individual calculation assignment.

Grading scale

Total points	National	ECTS
90-100	Excellent	A
82-89	Good	B
75-81	Good	C
64-74	Satisfactory	D
60-63	Satisfactory	E
35-59	Unsatisfactory (requires additional learning)	FX
1-34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

Approval

Approved by



Head of the department
Olena PROKHORENKO

August 28, 2024

Guarantor of the educational
program



Pavlo BRIN

August 28, 2024