



Course Outline

Future Scenarios for Sustainable Business Solutions

Overarching Structure: Future Workshop Phases	Date	Semester Outline/Session length*	Session Focus/Topics	Homework to next Session
Preparation Phase	02.09.2021	Week 1 (2x90mins)	Course introduction, Intro to future studies, Administrative details, Team formation	<ol style="list-style-type: none"> 1) Meet with your team for a fun activity to get to know each other better. Define values for working together & write down team rules. <ul style="list-style-type: none"> • Pick an industry and communicate it via teams on Thursday, September 9th 2) Please read the following texts to prepare for the „critique phase“ <ul style="list-style-type: none"> • <i>Utopia for Realists</i> – Chapter 1: The Return of Utopia • <i>The Future. A Very Short Introduction</i> – Chapter 6: Grand global futures challenges 3) For your journaling exercise, please reflect on the content of session 1&2 by sharing your thoughts on the following questions: <ul style="list-style-type: none"> • What might be done in your context to pay attention to more different futures? • Are they as diverse as they could be? • How might you explore or communicate the future(s) to which you are attending, in greater depth?
Critique Phase	16.09.2021	Week 2 (2x90mins)	Grand challenges, VUCA/BANI world, Wicked problems, Megatrend, Systems Thinking, SDGs, Systems Mapping, Utopias	<ol style="list-style-type: none"> 1) Please read the texts to prepare for the „critique phase“ <ul style="list-style-type: none"> • <i>Utopia for Realists</i> – Chapter 5: New Figures for a new Era • <i>Transforming the Future</i> – Chapter 4: Futures Literacy Laboratories (FLL) in practice 2) Narrow down your choice of critical issues you want to focus on with your group and formulate a question you want to explore in the future. <ul style="list-style-type: none"> • How would your most desired and positive future feel/look like? 3) Identify an expert (e.g., business professional or academic) from the sector you are working on. Schedule interview with him/her after

				<p>October 14th. Use this content to narrow down your choice of critical issues you want to focus on.</p> <p>4) For your journaling contemplation, please reflect on the content of session 2 by answering the following questions:</p> <ul style="list-style-type: none"> • Which exercises helped you to inform and develop your model further? How? What were the challenges you encountered? • How did your personal experiences and worldviews/beliefs play a role here?
Visioning Phase	27.09.2021 (together with external facilitator)	Week 3 (2x90mins)	Express and explore your utopia through creative means (improv theater workshop)	<p>For your journaling exercise, please reflect on the content of session 5&6 (tasks you carried out during the improv workshop) and/or on the readings of...</p> <ul style="list-style-type: none"> • <i>Physics of the Future</i>, Chapter 9: A Day in the Life in 2100 • <i>Utopia 2048</i>, Chapter: Epilogue and Afterword (pp. 274-283) <p>...and please share your thoughts on the following questions (1-2 pages):</p> <ul style="list-style-type: none"> • What could be a potential day in the life in 2100 that you can imagine for your industry/sector? • Similar to the Epilogue in <i>Utopia 2048</i>, what would be a relict or item of the past that you could imagine as symbol of your industry/sector to be exhibited at the "Museum of Big History"?
	14.10.2021	Week 4 (2x90mins)	Businesses and the future, Utopias and future(s) research, scenario development, foresight, gamification	<p>1) Have a look at some scenarios or foresight reports of your industry. How are these able to help you develop your future scenario? How can the data provided in these reports help you to construct your scenario?</p> <p>2) Please read the following texts to prepare for the „critique phase“</p> <ul style="list-style-type: none"> • Miller, R., Poli, R., & Rossel, P. (2018). The Discipline of Anticipation: Foundations for Futures Literacy. In R. Miller (Ed.), <i>Transforming the future: Anticipation in the 21st century</i> (pp. 51–65). Routledge Taylor & Francis Group. • Inayatullah, S. (2008). Six pillars: futures thinking for transforming. <i>Foresight</i>, 10(1), 4–21. <p>3) For your journaling exercise, please reflect on the content of session 7&8 by sharing your thoughts on the following questions:</p> <ul style="list-style-type: none"> • What do your desirable future(s) look like for your industry and how can this help you to guide and initiate transformation?

Implementation Phase	28.10.2021	Week 5 (1x90mins)	Utopias and transformation, transformation theories, path congruence, extrapolation, retropolation, backcasting, prototyping	<ul style="list-style-type: none"> How have the gamified elements of today's session helped you explore new futures/scenarios/utopias?
	28.10.2021	Week 5 (1x90mins)		<p>1) Please read the following texts to prepare for the „implementation phase“</p> <ul style="list-style-type: none"> Bregman, R. (2017). <i>Utopia for Realists: And How We Can Get There</i> [Chapter 9 & 10, pp. 203-250] Göpel, M. (2016). <i>The Great mindshift: How a new economic paradigm and sustainability transformations go hand in hand</i>. The Anthropocene: Volume 2 [Chapter 5, pp. 149-168] <p>2) For your journaling exercise, please reflect on the content of session 9&10 by sharing your thoughts on the following questions:</p> <ul style="list-style-type: none"> If you would transfer the principles of your utopia to the present, how would you behave in your industry? How have the exercises helped? Please write a future manifesto (exercise 5). Imagine being a player in the industry/sector you are working on. Which transformation theories can best be applied to your utopia/scenario? How can they help to facilitate the realization /implementation of it?
	18.11.2021 (together with external facilitator)	Week 6 (2x90mins)	Prototyping your scenario/solution with Lego Serious Play (LSP)	<p>For your journaling exercise, reflect on the content of the session 11&12 (tasks and exercises you carried out during class) and please share your thoughts on the following questions (1-2 pages):</p> <ul style="list-style-type: none"> What can methods such as Lego Serious Play add to the development of industry/sector scenarios (in general terms and more specifically for your scenario)? In which phases of the process do you find the LSP method particularly useful? During which phases do you think it could be problematic or not helpful? Why? How did the problem reversal/inversion technique (<i>Kopfstandmethode</i>) help you to shape your scenario?
	02.12.2021	Week 7 (2x90mins)	Debrief and feedback, Final Presentations & Handing in Reflection Journal (Coursework)	

* Please note that courses take place in a bi-weekly fashion, so students have enough time to prepare for the next session