Università Ca'Foscari Venezia

Ca' Foscari Challenge School

COPENHAGEN INSTITUTE FOR FUTURES STUDIES

Innovation-Technology



FUTURE AND FORESIGHT: FUTURE ANTICIPATION STRATEGIES FOR BUSINESSES AND INSTITUTIONS

2ND LEVEL

MASTER'S PROGRAM
1ST EDITION - A.Y. 26-27

PRESENTATION

Production activities and all organizations have operated in recent decades within a context characterized, at least since 2008, by accelerated structural changes, difficult to control and manage, and by increasing uncertainty. So much so that the very notion of "control" today sounds almost inappropriate. It is necessary to learn how to read the context, anticipate the directions of transformations, and position oneself in a way that guarantees resilience and prosperity for organizations. Without this ability to read the environment, companies and institutions are condemned to suffer the changes already shaping our present: from climate change to technological advances, from demographic trends to the uncertainties of globalization.

This Strategic Foresight Master's Program, "Future and Foresight: Future Anticipation Strategies for Businesses and Institutions", promoted by **Ca' Foscari Challenge School** of the **Ca' Foscari University of Venice** and developed **in collaboration with** an internationally renowned partner in the field of future studies, the **Copenhagen Institute for Future Studies**, is designed to meet the needs of Italian organizations facing the challenges posed by an increasingly uncertain, complex, and evolving global context. The project aims to train professionals skilled in understanding long-term dynamics and in the main methods of strategic foresight, capable of driving profound changes in the strategies of the organizations in which they operate.

OBJECTIVES

The Master aims to provide participants with advanced skills and methodological tools that enable them to:
a) interpret the context and evolutions in future scenarios;
b) anticipate changes that impact their own business/organization;
c) formulate anticipatory strategies to gain competitive advantages;
d) integrate a culture of anticipation within their own organizations.

The Master aims to train executive, managerial, and middle management profiles in public and private companies and institutions, equipped with the ambition and ability to participate in the processes of defining and changing the strategies of the organizations they are or will be part of; strategic consultant.

SYLLABUS

STRUCTURAL CHANGES, ANTICIPATION, AND FUTURE STUDIES

The course aims to introduce students to the Master's perspective by creating a common language that presents the study of long-term dynamics of structural change in the economy and society. It also introduces methods of future anticipation, applying them in a practical and directly applicable way to decision-making contexts for companies and institutions. On one hand, it provides an introduction to the concept of structural change in scientific literature and to public/private strategies aimed at managing structural changes. On the other hand, it covers the history of future anticipation methods and the main scientific evidence regarding their use within organizations.

Course hours: 12

METHODS OF STRATEGIC FORESIGHT

The course aims to provide participants with knowledge of some of the main methods of Strategic Foresight, in particular: Systems Thinking, Horizon Scanning, Scenario Planning, Environment Scanning, 7 Questions Interview, Three Horizons.

Course hours: 85

MEGATRENDS AND THEIR IMPACT ON BUSINESSES AND PUBLIC INSTITUTIONS: DEMOGRAPHY, CLIMATE, AND TECHNOLOGY

The aim is to illustrate the concept of "megatrends" and "megathreats"; to identify the main megatrends shaping the near and distant future; to introduce the lifecycle of megatrends; to frame the present at the convergence of five megatrends; and to understand the impacts on specific sectors, with particular reference to the effects of climate change, demographic dynamics, and recent technological revolutions.

Course hours: 58

MEGATRENDS AND THEIR IMPACT ON BUSINESSES AND PUBLIC INSTITUTIONS: INDUSTRY, WORK, AND GLOBALIZATION

The aim of the teaching is to illustrate the concept of "megatrends" and "megathreats"; to identify the main megatrends shaping the near and distant future; to introduce the lifecycle of megatrends; to frame the present at the convergence of five megatrends; and to understand the impacts on specific sectors, with particular reference to the dynamics of industrialization/deindustrialization, changes in the labor market, and trends in the international economy.

Course hours: 68

APPLICATION OF STRATEGIC FORESIGHT IN COMPANIES AND INSTITUTIONS

The course aims to provide practical experiences and case studies of applying Strategic Foresight to strategic thinking and planning in both public and private organizations, as well as to innovation processes. It also illustrates the concept of anticipatory leadership, relating it to relevant corporate case studies.

Course hours: 78

DURATION AND ACADEMIC CREDITS

The Master's program has a one-year duration and includes:

- **300 hours of teaching** (in blended mode)
- **250 hours of project work**
- **1600 total hours of academic engagement**, including individual study and project work development
- **64 ECTS/CFU credits** awarded

QUALIFICATION ISSUED

Students who have attended the teaching activities, completed the internship, passed any intermediate assessments, and the final exam will be awarded the **second-level Master's Program in Future & Foresight. Future Anticipation Strategies for Businesses and Institutions**.

COURSE PERIOD

MARCH 2027 – MARCH 2028

COURSE CALENDAR

Friday full day and Saturday mornings, for a commitment of two weekends per month. Activities will take place mainly online and only 10 in-person days are scheduled.
** More detailed information regarding the teaching calendar can be obtained by contacting the Master's Program Secretariat.*

TEACHING METHOD

Blended

LANGUAGES

Italian and English

ATTENDANCE

Attendance is mandatory for at least 70% of the total hours and will be monitored by the Master's staff. Obtaining the degree is contingent upon completing the activities, which include any intermediate assessments, the project work, and passing the final exam.

COURSE LOCATION

Ca' Foscari Challenge School, via della Libertà 12, 30175 Venezia (Parco Vega).

ADMISSION REQUIREMENTS

SECOND LEVEL
/ Bachelor's Degree / University Diploma laurea (previous system degree)
/ Master's Degree
/ Foreign university qualification equivalent with a compliant field, subject to approval by the Faculty Board
/ Good knowledge of English

ADMISSION APPLICATION

To submit an application, candidates need to fill out the online admission form, the details of which are outlined in Article 3 of the University's call for applications. Only applications accompanied by all the required documentation will be considered. The call and its related attachments are available and can be downloaded from the Master's web page.

SELECTION PROCEDURE

A specially appointed commission will assess the candidates through analysis of their CVs and the motivational letter.
To apply for any scholarships, please refer to the dedicated webpage of the Master.

GRADUATE ELIGIBILITY

Students who are about to graduate may also be admitted to the course, provided that they necessarily obtain their degree within one month from the start of the activities. In this case, the enrollment in the Master's Program can only be completed after obtaining the valid qualification for admission.

AVAILABLE PLACES

The maximum number of available places is: **30***
* *The activation of the Master's Program is subject to reaching the minimum number of enrolled students required by the organizational structure.*

COURSE FEES:

€ 8.200
/ 1st instalment **17/12/2026**: € 4.116 (inclusive of duty stamp of € 16)*
/ 2nd instalment **26/05/2027**: € 4.100
** The cost of the revenue stamp is not refundable.*

SELECTION FEE:

€ 36 (inclusive of duty stamp of € 16)
Not refundable, to be paid **by December 3rd 2026** at the time of submitting the application for admission, via PagoPA.

Failure to pay the selection fee will result in exclusion from the selection process and from admission to the Master's Program.

STUDY SUPPORT

Information on possible scholarships to cover totally or partially the enrolment fee, if given, are updated on the Master's Program web page on the website. Loans are available from the University's partner banks (for more information: http://www.unive.it/pag/8560/).

CALENDAR

ADMISSION APPLICATION SUBMISSION (online procedure, Call for Applications, art. 3): **by December 3rd 2026**
SELECTION RESULT ANNOUNCEMENT: **by December 11th 2026**
ENROLMENT COMPLETION (online procedure, Call for Applications, art. 6) **by December 17th 2026**.
START DATE: **MARCH 2027**

DIRECTOR Prof. Elisa Barbieri

SCIENTIFIC COORDINATOR Dott.ssa Valentina Doorly

INFORMATION

For general information about the Master's program, enrollment procedures, access methods, and internships, please contact the Administration Office. For further details on the teaching methods and the curriculum, you can schedule an appointment with the Director and alternatively with a member of the Master's Academic Board.

Ca' Foscari Challenge School - Administration Office
From 9am to 1pm, Monday to Friday

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