

## Short course @ ICS-Ulissboa on **STRATEGIC FORESIGHT:** **engaging in** **CHAOS-COMPLEXITY** **and SUSTAINABILITY**



Artwork by W. Kandinsky

Plans, strategies, and policies are based on fixed goals. But the environment that we live, and the conditions are changing very rapidly.

The problems of our time are interconnected and interdependent. We live in post normal times which is characterized by complexity, chaos, and contradictions. The world is connected as never before. There will be one future for all or there will be no future. There is an urgent necessity for powering inclusive sustainable development.

How we can improve our ability to predict the future may also improve the quality of our life and decisions. Many important problems of today involve decision making under uncertainty.

Scenario planning is a decision-making tool. It shows us how to think in new and interesting ways.

It also shows us how we can benefit **from randomness, uncertainty, and chaos. Scenario planning and counterfactual reasoning can also be used to find the better ways of meeting sustainable development goals.**

**Core elements of the course:**

- The VUCA WORLD- (POST-NORMAL TIMES) Volatility-Uncertainty-Complexity-Ambiguity
- DECISION MAKING and DECISION THEORY (Making Smart Decisions)
- THINKING and IRRATIONALITY OF RATIONALITY
- WHAT IS STRATEGIC FORESIGHT (Learning about the Future, ADDRESSING UNPREDICTABLE EVENTS) DIFFERENCES WITH STRATEGIC PLANNING
- FORESIGHT METHODS (RESEARCH)
- SYSTEMS THINKING (Leading in Complexity)

**Guest Lecturer: Prof. Dr. Elif Cepni**



**Prof. Dr. Elif Cepni,**  
**Dean of Business School, Karabuk University.**  
**UNESCO Chair on Anticipation Studies, Futures Literacy and Strategic Foresight**  
**Fellow of the World Academy of Art and Science.**

Prof. Dr. Elif Cepni holds a BA (Hons) degree (1990) from the **University of Ankara's** Faculty of Political Sciences, an MSc in Economics from the **University of Nottingham** (1999) where she attended as a Jean Monnet scholar, an MA in the Economic Structure of the European Union from the **University of Istanbul**, and finally, a PhD in Economics from the **University of Istanbul** (1998).

She took several managerial positions. She served as a **Rector**, Vice Rector, Executive Director of several universities.

She is teaching "Advanced Economics" in Ph.D programs and "Scenario Planning and Strategic Foresight" and "Organizational Creativity" in Executive MBA programs.

She gives speeches on "Decision Making under Uncertainty and Strategic Foresight" as an invited speaker in various institutions.

**2 ECTS**

**Scientific Coordination: Olivia Bina**

**Where:**

ICS-ULisboa, room 3

**When:**

30<sup>th</sup> November 9:00 to 13:00 Part I

2<sup>nd</sup> December 9:00 to 13:00 Part 2

**Costs:**

No fees. Sign up on the [FenixEdu platform](https://fenixedu.pt).  
Maximum 20 students

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