

École supérieure d'affaires publiques et internationales

Séminaires avancés

Programme de maîtrise 2020-2021



Graduate School of Public and International Affairs

Elective specialized seminars

Master's program 2020-2021

Veillez noter qu'il peut y avoir des changements à l'horaire de l'automne et l'hiver jusqu'au premier jour de classe de chaque session; il est recommandé de vérifier votre compte *uoZone* régulièrement.

Please note that there may be changes to the Fall and Winter schedules until the first day of class of each semester; it is recommended that you check your *uoZone* account regularly.

Séminaires d'automne 2020 / 2020 Fall seminars

API6319 A00	Special Topics in Public Policy: Quantitative Research Methods for Public Policy	Ravi Pendakur
API6333 A00	International Law and Ethics	Paul Robinson
API6339 D00	Special Topics: African Politics in a Global Era	Rita Abrahamsen
API6339 E00	Special Topics: China's Economy and Governance	Yongjing Zhang
API6339 F00	Special Topics: Middle East	Peter Jones
API6339 G00	Special Topics: Doing Empirical Projects in Economics	Patrick Georges
API6339 H00	Special Topics: Political Persuasion	Nomi Lazar
API6339 I00	Special Topics: Radical Conservatism	Michael Williams
API6339 J00	Special Topics: Violence and Citizen Security in Latin America	Regina Bateson
API6365 A00	Contemporary Security Studies	Srdjan Vucetic
API6399 D00	Capstone: Public Policies: Design and Instruments	Luc Bernier
API6399 E00	Capstone: Crime and Punishment	Nomi Lazar
API6739 A00	Thèmes choisis en affaires internationales: Gouvernance mondiale de la santé	Patrick Fafard
API6799 B00	Sém. d'intégration: Relations gouvernement-entreprise et politiques publiques à l'ère de la mondialisation	Patrick Leblond

Descriptions

API 6319 A00 Special Topics in Public Policy: Quantitative Research Methods for Public Policy

Professor: Ravi Pendakur

Email: pendakur@uottawa.ca

The goal of this course is to develop an understanding of quantitative research methods used for the development and assessment of public policy. Methods covered include simple and multiple regression, logistic/probit regression, and factor analysis. Students will be use Excel and Stata to analyse data and present their results.

Assessment is based on:

- A marked lab (20 points)
- Midterm exam (15 points)
- Term paper (35 points)
- Presentation of research (10 points)

- Discussion (5 points)
 - Final exam (15 points)
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API 6333 A00 "International Law and Ethics"

Professor: Paul Robinson

Email: paul.robinson@uottawa.ca

Issues in international affairs from a legal and ethical perspective. The course investigates the obligations and rights of actors in the international system, as well as the ethical and legal dimensions of specific important issues in international affairs, such as the legitimacy of the use of force, humanitarian crises and the responsibility to protect, the international debt of developing countries, and the protection of the commons (e.g. oceans, atmosphere).

API 6339 D00 Special Topics: "African Politics in a Global Era"

Professor: Rita Abrahamsen

Email: Rita.Abrahamsen@uOttawa.ca

This course locates African politics within broader global processes and examines the interconnectedness of the local and the global in producing contemporary African politics. Many of our images of Africa are of famine, corruption, civil war and ethnic hatred. While there is no denying the prevalence of suffering and violence on the continent, these images obscure as much as they reveal about contemporary Africa and its politics. Africa is also a continent of dynamic change and of economic, political and cultural transformation.

The course seeks to provide students with the theoretical and conceptual tools for analysing recent development in sub-Saharan Africa, and covers some of the main debates and issues in the study of politics on the continent. Topics to be covered include: the shifting nature of the African state and its global entanglements; the politics of ethnicity; the forms of conflict and political violence; the dynamics of democratization and authoritarianism; the securitization of development; China- Africa relations, as well as Pan-Africanism.

API 6339 E00 Special Topics: “China’s Economy and Governance”

Professor: Yongjing Zhang

Email: yongjing.zhang@uottawa.ca

This interdisciplinary course applies tools of economics and political science to study the transformation of the People’s Republic of China since 1949 with a focus on institutional and social changes. It will provide students with competing theories to China’s economy and governance, as well as current debates on domestic and foreign policies. It helps students to develop analytical skills to evaluate non-democratic regimes, including but not limited to China.

API 6339 F00 Special Topics: “Middle East”

Professor: Peter Jones

Email: Peter.Jones@uOttawa.ca

The Middle East is one of the most unsettled and dangerous regions in the world. Beyond the Israeli-Palestinian conflict there are numerous other issues and problems. This course will give students a comprehensive introduction to the modern Middle East. It will provide the necessary historical background for students to be able to understand where today’s crises and problems came from, as well as an understanding of the key social, political and economic drivers of the Middle East today. A key focus of the course, though not its only focus, will be the Israeli-Palestinian conflict, both in its own right, and as a vehicle through which broader regional issues can be understood.

API 6339 G00 Special Topics: “Doing Empirical Projects in Economics”

Professor: Patrick Georges

Email: pgeorges@uottawa.ca

The aim of *Doing Empirical Projects in Economics* is to introduce students to the art, practice, and excitement of using data to understand economics and policy analysis. It gives students the opportunity to gain hands-on experience with real-world data in areas of pressing importance to contemporary societies. If you are interested in environmental sustainability, inequality and wellbeing, or policies to address public health problems such as obesity, you will find something relevant. In our experience, students are drawn to study economics precisely because they are interested in these topics—but leave disappointed by abstract and theoretical courses. In recent years, students, citizens,

and teachers have all complained loudly about the gap between what is commonly taught in economics and these important and fascinating empirical questions. This deficiency is not solely academic. Policymakers, journalists, and decision-makers who fail to understand how economics can be employed in the real world are ill-equipped to address the major economic challenges we face.

Doing Empirical Projects in Economics seeks to close this gap. It has a set of empirical projects based on carefully curated data sets and publicly available data. Each project takes students on a step-by-step journey of investigation using easily-available software. Two tracks are available—using a spreadsheet application (Excel) or a (freely available) programming language (R).

Through *Doing Empirical Projects in Economics*, students gain a first-hand appreciation of why they are learning economics, and the relevance and power of the economics they have learned. They gain a valuable toolkit of data handling, data cleaning, software and statistical skills that they can transfer to other courses they might take and, afterwards, to the workplace.

Having looked at many different ways in which data is collected, and the problems of finding a good fit between data and the economic question at hand, as well as having worked with the data, students of *Doing Empirical Projects in Economics* will be more critical consumers of data, and more appreciative of the efforts of researchers and statistical agencies collecting and analyzing it.

API 6339 H00 Special Topics: “Political Persuasion”

Professor: Nomi Lazar

Email: Nomi.Lazar@uOttawa.ca

Most of politics is communicative. In a democracy, that communication takes place through persuasion. This interdisciplinary course introduces students to foundational concepts in rhetoric as well as contemporary empirical work on frame effects and biases. Students will engage with moral questions around persuasion: might it be anti-democratic? or a cure for the technocratic? and how might persuasion be related to violence? Throughout the course, we will critically engage with examples of political speeches and texts, working to understand what makes them effective. The course will culminate with students producing a political speech of their own.

API 6339 I00 Special Topics: "Radical Conservatism and Global Politics"

Professor: Michael Williams

Email: Michael.Williams@uottawa.ca

This course examines the rise of radical conservative political ideas and movements and their impact on international politics. The course traces the historical development of radical conservative ideas, the reasons for their recent resurgence, their impact on domestic and foreign policy, and their implications for international order and global governance.

API6339 J00 Special Topics: "Violence and Citizen Security in Latin America"

Professor: Regina Bateson

Email: rbateson@uottawa.ca

Overview of the causes and consequences of violence in contemporary Latin America, as well as domestic and international policy responses. The seminar begins with the recent history of state repression and civil conflict in Latin America. Then we examine current threats to citizen security in Latin America, including transnational organized crime, political persecution, and gender-based violence, as well as the political and economic impact of crime and violence in Latin America. We conclude with a discussion of police reform and efforts to bolster the rule of law in the region. The fall 2020 version of the seminar will also cover the security and human rights implications of COVID-19 in Latin America. The seminar incorporates some light discussion of research methods, equipping students to read and evaluate cutting-edge quantitative and qualitative research on crime and violence in Latin America.

API 6365 A00 "Contemporary Security Studies"

Professor: Srdjan Vucetic

Email: Srdjan.Vucetic@uottawa.ca

Critical analysis of a range of transformations in the realm of security, and the challenges they present for analysts and policymakers. Study of how security has become a pervasive theme and dominant concern of modern political life, and of how traditional ideas and institutions that defined security are being challenged by dynamics that cross state borders and that involve a diverse range of new ideas, organizations and technologies.

API6399 D00 Capstone seminar: "Public Policies: Design and Instruments"

Professor: Luc Bernier

Email: luc.bernier@uottawa.ca

This course offers theoretical and practical perspectives on the design of public policies. It does so through the study of the implementation instruments used by governments and the processes in government which lead to tool selection and enactment. These instruments develop their own institutional life and stabilize relations among state actors and other stakeholders on policy issues. In a perspective of modern governance and bounded rationality, the range of instruments constitutes the toolbox from which governments expect to resolve policy problems. This approach could be very useful for students preparing MRPs by helping to articulate how policy objectives become reality and how complex issues can be managed. Practical lessons from senior fellows are expected to illustrate the theory discussed. Case studies are used with a view to understanding, analyzing and discussing key concepts and issues in public sector management, especially transformations and reforms in the public sector.

API6399 E00 Capstone seminar: "Crime and Punishment"

Professor: Nomi Lazar

Email: Nomi.Lazar@uOttawa.ca

Perhaps the most central and original function of the state is to protect us from each other and mediate our disputes. The very legitimacy of the state –whether democratic or autocratic - is, in part, dependent on the successful execution of this function. This is perhaps because of the enormous personal, social, and economic costs of crime. Yet many approaches to crime are irrational, wasteful, and harmful to victims, society, and perpetrators alike. This course provides a culturally comparative and multidisciplinary overview of foundational questions related to the nature and prevention of crime, inviting students to consider how states ought best to respond when crimes are committed.

API6739 A00 Thème choisi : "Gouvernance mondiale de la santé"

Professeur: Patrick Fafard

Courriel: Patrick.Fafard@uOttawa.ca

La pandémie du COVID-19 est une crise qui souligne à la fois notre vulnérabilité collective face à des maladies infectieuses ainsi que les forces et les faiblesses des institutions locales, nationales, et globales

mis en place pour gérer des crises sanitaires. Ce séminaire porte sur la gouvernance mondiale de la santé. Notre objectif est de mieux comprendre le développement historique de ce système, les défis à lequel le système fait face, le rôle des institutions multilatéraux, le rôle les acteurs étatiques et non-étatiques, et la façon que des enjeux spécifiques sont gérés par cet amalgame d'institutions et d'acteurs. En plus d'une analyse de la pandémie que nous sommes en train de vivre, nous allons donner une attention particulière à l'Organisation mondiale de la santé ainsi que la sécurisation de la santé.

API6799 A00 Séminaire d'intégration : "Relations gouvernement-entreprise et politiques publiques à l'ère de la mondialisation"

Professeur : Patrick Leblond

Courriel : Patrick.Leblood@uottawa.ca

Dans un contexte où les biens, services, capitaux, personnes et informations circulent de plus en plus mondialement, les relations gouvernement-entreprise prennent de plus en plus d'importance dans l'élaboration et la mise en œuvre des politiques publiques, qu'elles soient nationales ou internationales. D'un côté, il y a les entreprises qui tentent d'influencer l'élaboration de politiques et réglementations de manière à ce que celles-ci nuisent le moins possible à leurs opérations. De l'autre, il y a les gouvernements et les institutions internationales qui cherchent à établir des règles du jeu pour le bon fonctionnement des marchés et du bien-être de la population. Ce cours regardera donc attentivement ces deux dimensions des relations gouvernement-entreprise en Amérique du Nord, en Europe et ailleurs dans le monde, ainsi que dans le cadre de la gouvernance économique internationale. Les étudiants vont également travailler à étudier la collaboration entre gouvernements et entreprises dans la gestion de la pandémie de la Covid-19 au Canada.

Séminaires d'hiver 2021 / Winter 2021 seminars

API6314 A00	Health Policy	Patrick Fafard
API6335 A00	Canadian Foreign Policy	Roland Paris
API6336 A00	Defense Policy and Military Affairs	Paul Robinson
API6339 K00	Special Topics: Return of Geopolitical Rivalry	Roland Paris
API6339 L00	Special Topics: Russia and the West	Paul Robinson
API 6339 M00	Special Topics: Human Rights : Policy and Politics	Regina Bateson
API6357 A00	Conflict and Human Security	Alexandra Gheciu
API6360 A00	Multilateralism and International Institutions	Alexandra Gheciu
API6399 F00	Capstone: Indigenous Issues: Devolution of health care systems to Indigenous communities	Ravi Pendakur
API6399 G00	Capstone: XXI Century Warfare	Costanza Musu
API6399 H00	Capstone: Evaluating Public Policies and Programs	Christoph Zuercher
API6399 I00	Capstone: Policy Planning and Analysis	Patrick Leblond
API6716 A00 / EVD5500 A00	Politiques environnementales	Luc Juillet
API6732 A00	Commerce international	Patrick Leblond
API6739 B00	Thèmes choisis en affaires internationales: Démographie mondiale: Aspects politico-économiques	Patrick Georges
API6739 C00	Thèmes choisis en affaires internationales: Prospective appliquée et politique publique	TBD

Descriptions

API 6314 A00 "Health Policy" – COURS ANNULÉ / COURSE CANCELLED

Professor: Patrick Fafard

Email: Patrick.Fafard@uottawa.ca

~~This course is designed to give students a good understanding of health policy, defined broadly to include at least two parts. First, we will examine what has come to be called “global health governance” that is to say international cooperation (and sometimes conflict) with respect to public health and the trend to the securitization of health. The course is also designed to introduce the health care system of a selected~~

~~number of advanced industrial democracies including Canada. In summary, this course is designed to put the Canadian health services delivery system into context by contrasting it with public health more broadly and with the health system in other developed countries.~~

API 6335 A00 "Canadian Foreign Policy "

Professor: Roland Paris

Email: rparis@uottawa.ca

This seminar examines both the concepts and practice of Canadian foreign policy during a period of change and uncertainty in international affairs. It examines the foundational ideas and forces shaping Canada's foreign policy as well as key international issues and relationships – the US and North America, Asia, defence policy, development assistance, global governance and the Arctic – with the goal of understanding both the policy issues and the challenges and opportunities facing Canada. The course readings are a blend of scholarly and policy writings that permit students to apply core concepts to a selection of contemporary challenges facing Canadian foreign policymakers.

API 6336 A00 "Defense Policy and Military Affairs"

Professor: Paul Robinson

Email: paul.robinson@uottawa.ca

Analysis of various aspects of defence policy and military affairs, including: the international security environment; theoretical models of defence policy making; the practice of defence-policy making in various Western states; the role of the military-industrial complex; defence procurement; and civil-military relations.

API 6339 K00 "Special Topics: Return of Geopolitical Rivalry"

Professor: Roland Paris

Email: rparis@uottawa.ca

This course will examine the causes, characteristics and possible consequences of the recent intensification of major-power rivalry in international politics, including in the military, economic and cyber domains. Implications for Canada will also be considered.

API 6339 L00 Special Topics: “ Russia and the West”

Professor: Paul Robinson

Email: Paul.Robinson@uottawa.ca

Examination of Russia’s relationship with the West from cultural, historical, and political perspectives. Study of Western depictions of Russia, of historical and contemporary Russophobia, and of Russian depictions of the West, including debates between Slavophiles, Westernizers, and Eurasianists. Discussion of contemporary issues producing conflict between Russian and the West, and of the prospects for future relations.

API 6339 M00 Special Topics: “ Human Rights: Policies and Politics”

Professor: Regina Bateson

Email: rbateson@uottawa.ca

This course will introduce students to major theories of human rights, equip students to formulate policies to protect human rights, and expose students to political debates around human rights. After reading foundational human rights documents, we will examine a variety of threats to human rights in Canada and around the world. We will also analyze policy responses to human rights violations and the political considerations that facilitate or impede human rights protections. Students will complete a semester-long group project in which they identify pandemic-related threats to human rights and propose policy responses.

API6357 A00 "Conflict and Human Security”

Professor: Alexandra Gheciu

Email: agheciu@uottawa.ca

The course will explore the genesis, current use and critiques of concept of human security, its links to various forms of conflict as well as conflict-resolution practices, and its applicability in an increasingly globalizing world. Students will become fully conversant in human security concepts and be able to distinguish their underlying assumptions from dominant national security approaches while also applying critical lenses to expose the dilemmas and challenges associated with human security discourse and practices.

API6360 A00 " Multilateralism and International Institutions"

Professor: Alexandra Gheciu

Email: agheciu@uottawa.ca

This course will seek to address a fundamental question: how do international institutions shape multilateral practices of governance? We shall explore the evolution of institutions of multilateral governance over the course of the twentieth century, continuing up to the present day. Different types of power, institutional forms, innovations, and ad hoc arrangements of international governance will be surveyed. In analyzing all these institutions, we shall pay special attention to the dynamics and consequences of various practices of multilateral governance, and we shall seek to shed light on the different forms of power associated with those practices. Finally, the course will explore more recent debates about the growing role of non-state actors and the emergence of private authority in global governance, as well as the significance of transnational networks in the contemporary international institutional landscape.

API6399 F00 Capstone seminar: "Indigenous issues: Devolution of health care systems to Indigenous communities"

Professor: Ravi Pendakur

Email: pendakur@uottawa.ca

In this class we will look at the devolution of health systems within the context of indigenous self-governance. The First Nations Health Authority in British Columbia, the health departments of Nunavut, Big Stone in Alberta, and Akwasasne in Ontario were parts of early pilot projects representing examples of fairly large-scale Indigenous control and administration of health systems. In addition, the Nisga'a Self-Government Agreement (2000) and the Nunatisavut Self Government Agreement (2005) includes full transfer of health services as part of their mandates.

Working with representatives Non-insured Health Benefits and the research group at Indigenous Services Canada we will look at what has been done across national and international jurisdictions. With the guidance of NIHB, students will identify examples (both national and international) of health system devolution with a goal toward identifying health models and best practices related to scale, requirements and systems. Students will present their results to Indigenous Services Canada.

API6399 G00 Capstone seminar: "XXI Century Warfare "

Professor: Costanza Musu

Email: c.musu@uottawa.ca

The course will examine how political, military, and technological developments have changed the way military force is used, and how Western states have responded to adapt to these changes. The course begins by considering how both the reasons and the ways states go to war are changing. How and why have states gone to war in the past? What were considered legitimate reasons for going to war? And how has all this changed in the XXI century? Subsequently, each seminar examines an important political, military or technological development and assesses how this has impacted the use of force. Themes that will be discussed include the Revolution in Military Affairs, civil-military relations, international terrorism, counter-insurgency warfare, and the transformative role of new and emerging technologies such as drones and cyber-war. The course will also discuss the impact of the COVID-19 pandemic on the global security environment, and the special challenges that the pandemic poses to armed forces as health security jumps at the top of the policy-making agenda.

API6399 H00 Capstone Seminar: Evaluating Public Policies and Programs

Professor: Christoph Zuercher

Email: Christoph.Zuercher@uottawa.ca

One of the catchwords of domestic and international public policies is “evidence-based policy”. But how can we know whether a policy or a program works? Who wants to know and why? And what happens with this knowledge? This course investigates these questions. Students will learn about the basic methodological principles of evaluating policies or programs, dissect a range of evaluations, get insights of what is typically happening with this type of knowledge in the maelstrom of bureaucracies, and learn how to collect, analyze and synthesize evidence which is useful for policy makers.

This course usually collaborates with a partner from the policy world and will investigate (“evaluate”) a topic which is of real interest to our partner. The course is an exercise in experiential learning. The main objective is to produce real insights on real questions for real policy makers. Much of this class will feel like an applied research project, with ample room for independent scholarly work. For more information on this course, see [here \(https://christophzuercher.weebly.com/evaluation-course.html\)](https://christophzuercher.weebly.com/evaluation-course.html).

API6399 I00 Capstone Seminar: Policy Planning and Analysis

Professor: Patrick Leblond

Email: Patrick.Lebond@uottawa.ca

Society and economy are evolving rapidly as a result of demographic and technological changes. Governments and private-sector organizations must develop appropriate policies to respond to these changes in order to ensure that we maintain, if not improve, our collective well-being. It is in this context that this capstone (integration) seminar introduces students to the concepts, theories and methods relevant to policy planning and analysis within the public and private sectors in order to address the challenges faced by society and economy. As part of this course, students will be tasked with conducting a real-world policy analysis project for the public or the private sector (government, NGO or business). Students will also have the opportunity to interact with experienced policy planning and analysis practitioners.

API6716 A00/EVD5500 A00 Politiques environnementales

Professeur : Luc Juillet

Courriel : ljuillet@uottawa.ca

Examen des principaux facteurs influençant le développement des politiques nationales et internationales visant à faire face aux problèmes environnementaux. Après avoir revu certains éléments de l'histoire du rapport entre l'humanité et l'environnement naturel, nous examinerons certains enjeux environnementaux occupant l'espace politique, notamment les changements climatiques, l'évaluation environnementale des grands projets (e.g. pipelines), l'environnement arctique, la perte de biodiversité et l'extinction d'espèces animales, la déforestation et la chasse à la baleine. À travers l'examen de ces enjeux, nous examinerons l'importance de divers facteurs socio-politiques, tels que l'architecture des traités internationaux, la justice environnementale, les stratégies des militants écologistes et le lobby des entreprises, les conceptions alternatives du rapport environnement-économie (e.g. croissance verte, économie circulaire), l'usage des instruments de marchés (taxe sur le carbone, paiements pour services environnementaux) ainsi que les liens entre science, technologie et politique (e.g. risque, valeurs et précaution; géo-ingénierie du système climatique).

API 6732 A0 Commerce international

Professeur : Patrick Leblond

Courriel : Patrick.Lebond@uottawa.ca

Dans le cadre de ce cours, les étudiants apprennent les bases théoriques et empiriques du commerce international au XXI^e siècle selon une approche multidisciplinaire (économique, politique et légale). Les thèmes étudiés sont : les gains de l'échange, les obstacles au commerce international, les causes et conséquences du commerce, les accords de libre-échange, l'Organisation mondiale du commerce (OMC), les chaînes de valeur (régionale et mondiale), la mobilité des facteurs de production, le rôle des investissements étrangers directs dans le commerce international, la montée du protectionnisme.

API6739 B00 Thèmes choisis en affaires internationales: « Démographie mondiale: Aspects politico-économiques »

Professeur : Patrick Georges

Courriel : pgeorges@uottawa.ca

La grande majorité des pays riches (Europe, Asie de l'Est – Japon, Corée du Sud, Taiwan, Singapour— et l'Amérique du Nord) ont complété leur transition démographique et ont des populations stables ou une croissance très faible de leur population. Certains de ces pays (y compris l'Allemagne, une partie de l'Europe de l'Est, La Russie, le Japon), ont vu leur taux de fertilité tomber sous 2.0 de telle manière que leur population a commencée ou est projetée de décroître dans un futur proche à moins d'une politique favorisant une immigration significative. D'un autre côté, la plupart des pays pauvres, principalement en Afrique, au Moyen Orient, en Asie du Sud et du Sud-Est viennent à peine de commencer leur transition démographique et donc continuent à voir une forte croissance de leur population.

Après un état des lieux des tendances démographiques mondiales, ce cours couvrira les causes et conséquences (effets économiques, politiques et de sécurité internationale) des changements démographiques mondiaux à travers une série de thèmes tels que :

- Population et géopolitique
- Démographie et conflits ethniques et religieux
- Croissance démographique et croissance économique
- Vieillesse, protection sociale (retraite et santé) et impacts budgétaires

- Tendances démographiques et immigration
 - Le vieillissement de la population au Canada : un enjeu économique national ou provincial?
 - Croissance démographique et environnement: le retour de Malthus?
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API6739 B00 Thèmes choisis en affaires internationales: « Prospective appliquée et politique publique »

Professeur: à déterminer

Courriel : à déterminer

La prospective est une méthode d'analyse structurée qui permet aux entreprises et aux grandes organisations d'appréhender les forces de changements à l'œuvre dans la société et ainsi mieux s'y préparer. Ce cours s'adresse aux étudiant(e)s de maîtrise et de doctorat soucieux d'en apprendre davantage sur les rudiments de la prospective et son application pratique dans différents contextes organisationnels. Le cours abordera plus spécifiquement les fondements théoriques, les outils et les différentes étapes analytiques propres à la démarche prospective. Une fois la formation complétée, les participants seront en mesure de déployer une analyse prospective complète, de la formulation des hypothèses et de l'identification des signaux à faible intensité jusqu'à l'élaboration d'une cartographie de système, l'analyse des interactions entre ses différentes composantes et la formulation de scénarios et d'avenirs possibles. Le cours portera une attention particulière à comment transformer une réflexion de nature spéculative sur l'avenir en éléments décisionnels concrets et applicables dans le quotidien d'une organisation.
