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Future Studies and KM

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Abstract

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Futures studies is a value knowledge and has a two-way communication with the worldview, ideology and culture of nations. Humanities is one of the factors that influence the field of futures studies. Hence the human sciences itself could be the subject of future studies. In this study, we have tried to discuss the role of future studies in knowledge management in the field of humanities. Therefore, we had a case study with thematic analysis approach to examine this issue. The analysis of theme has shown that bias of humanities, complexity of human behavior and barriers to understand human are as the most important considerations of humanities. Also the results of analysis showed that the most important effects and achievements of the role of future studies in knowledge management were, predicting the future, creating favorable changes in the future, identifying change factors, the realizing projections, reaching the desired future and promoting the knowledge of future studies.

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1. Introduction

We live in a world where its most important feature is its transformation and change. The change at this time has proven to be something constant that there is no escape from it, because it has become an integral part of social, economic, political, and even international life. On the other hand, the change in a system is the result of the dynamics and the motions of the components of that system, and in the world in which we live, we can also state that transformations are a consequence of the outcome of human actions (Gavahi,2017).The dream of cognition and awareness towards the future is a dream that has long attracted many people throughout history. Future is being built at any moment and never stands. It exists in all societies; "future" and "time" are its perceptions, and its origin refers to the distant past and is in the narratives of the predicators (such as magicians and astronomers, and so on) about the upcoming events. Narrations that regardless of the origin of their formation, regardless of the quality and accuracy of their content, have always been indicative of the awareness of the future of human beings and reflect the way these societies regard the future. These mysterious narratives of the future have existed in different forms in previous civilizations and have played an important role in the development of societies. The rulers and governors have been trying to have the most dominant predicators in their government system and with relying on future secrets, make their victory everlasting in the war against the enemies and elimination of opponents. This type of future development, although mysterious and monopolized by a special group at any time, but perception of future has never been limited to predictive narratives of upcoming events (Sayyah Mafzali, Asadi, 2015). But what we know today as Future Study, despite the semantic commons that

it has with the future mindedness of man in the history of human civilization, is quite different from the predictive narratives of the earlier ages. In fact, this new field of study is trying to establish a link between scientific knowledge and the dream of recognizing the future and study the futures systematically. This area, although it emerged later than some other areas, has become very widespread. Futures study is a generic term that is the shared subject of many scientific recognitions depending on the future. Futures study is used along with other terms such as foresight, future thinking, futurology, forecasting, and so on, and although in many texts they are used as synonyms, there are also differences between these concepts (Bell ,1996).Therefore, the future is something that man can design and shape with his targeted actions. In order to be wise, one needs to recognize and be aware of the consequences of his actions, others and their reactions, as well as of forces beyond his control; these consequences show themselves only in the future. Therefore, in order to study these topics, a discipline has emerged that aims to study the future systematically. This field is called different names such as futures study, future territory, future researches, and its experts are also called futurists or future scientist (Gavahi,2015).Futures study is a systematic effort to look at the long-term future in the areas of knowledge, technology, economy, environment and society, with the aim of identifying emerging technologies and identifying areas that are more important in the future (Gavahi,2017).Future studies includes a series of attempts, that by analyzing resources, models and factors of change or stability, visualizes the potential future and plans for them. Future studies shows how the reality of "tomorrow" shapes from the heart of changes (or no change) of "Today". In "Futures Studies" , the plural form of "futures" is used because, by

utilizing a wide range of methodologies and instead of thinking only of "one future", systematic and rational speculations, are made about not just "one future" but "several imagined futures". It has been said that "Futures studies, is used for a special subject, course or unit that examines the various aspects of future thinking", but given that futures studies is a field of multidisciplinary research, it describes and explains and offers a wide viewing toward social phenomena and processes of change and development of various areas of human activity (Mozaffari, 2009) and has a two-way interaction with the worldview, ideology and culture of nations (Ayvazi, & Keshavarz Tork, 2013). Scenarios are descriptions of a variety of possible futures and scenario planning is an approach to expand scenarios. In fact, scenario planning is an approach to discover the different possible futures and dependent on today's understanding in order to discover what might happen in the future (Bala et al , 2017). Futures study has become popular among governments and countries as a backup tool for long-term planning (Silva, 2015). Because the unpredictable nature of the future does not mean that one must not be worried about the future and only rely on fortune, which lead to a new crisis the measures for which will be done without a plan. Rather, the unpredictability principle prescribes that a more appropriate position be adopted toward the future in such a way that it does not seek to determine the predictions of the future, nor delegate matters to fate and move without a plan, and should consider that the future is likely to be the interaction of the four components of events, trends, images, and actions, and three goals can be identified for the futures study: 1. Possible events scenarios. 2. Estimation of probabilities and finding probable events. 3. Deciding on the preferred issues (Yavarzadeh, 2017). Among the most important methods of futures studies include environmental scanning, analyzing

mutual effects, decision analysis, models of decision-making, Delphi, econometric, ring of futures, gaming and simulation, intelligent prediction and intuition, morphological analysis, participatory methods, trees of dependence, scenarios, statistical modeling, system dynamics, structural analysis, analysis of technology chain, forecasting, time series analysis, procedure analysis and effect, layer-analysis of causes, agent modeling, reduction of field dissonance, mapping and text exploration (Krawczyk & Slaughter, 2010). The importance of futures study in acquiring knowledge and cognition is that it helps shape the future in a conscious, outsmart and operative manner, and protect man from unawareness of the tremendous storm of changes and unbelievable developments. This science teaches humans how to design a desirable future for their organization and society and exploit it as a factor for their growth and development. Futures study at universities can lead to the discovery of new areas of research, the proper use of existing research, the establishment of new partnerships and networks, and will reduce risk and cause better investment decisions in the realm of business. Future research prospects for governments include the participation in development of long-term thinking, speeding up collaboration between the regular activities of state institutions and involving stakeholders in decision-making (Gavahi, 2017).

2. Theoretical Literature

Readiness to confront the future in a rapidly changing world is a requirement of every nation. Most scholars and theorists believe that the smartest way to face the future is to get prepared for it. The future contains unlikely elements. Therefore, humans must be prepared for the future and confrontation with uncertainties (9). H.G Wells attributes the first study of the future to Luis de Molina (1859) (Sardar, 2010). Richard A Slaughter also believes that futures study emerged in the

late 20th century as a result of a new historical ground created by modernity (Slaughter, 2002). In general, what today is called futures study is derived from research in operations, national planning, futures study, system analysis, decision analysis, and policy studies (Bell, 2003). Over the past 40 years, with the advent of strategic thinking, gradually countries, global organizations and small and large companies have drawn attention to futures study as a basis for strategic planning, so that the futures study section is of the integral parts of any research organization that deals with a huge, important and strategic issue. In futures study, noteworthy is that futures study do not deal with the definitive future prediction; rather, shaping factors are identified, studied, and discussed; then challenges and issues are identified so that by providing appropriate solutions, planning can be made to deal with them and to prevent the emergence of challenges and the realization of an undesirable future. At present, the use of futures study in macro planning and policy-making has progressed so much that many countries define and implement national projects under the name of national forecasting at different time intervals, and use predictions from the obtained results for their mid-term and short-term strategic planning. The leading executives of these projects are Japan, Germany, and the United Kingdom, and they have been implemented in developing countries such as Turkey and South Africa; the results of futures study projects have been significant in all of these countries (Mobini & Memarzadeh Tehran, 2016). Human desire to know about the future, existed from ancient time. Foretellers and priests in the past are the examples of those who were trying to somehow respond to this enthusiasm (Goudarzi, & Mohammadi, 2013). In 1930 to 1933, the first activity of future studies was done in the form of a scientific analysis, by a team of researchers led by

William F. Ogburn, in the field of sociology in America. Afterward, a German professor named Ossip K Flechtheim, made the expression of futurism popular from the mid-1940s which means futures study and considering the possibilities ahead (Tishe Yar, 2011). Many questions about the future state will make humans predict about the future. Today, these predictions have become a scientific approach called futures study. Futures study have first grown in small organizations and is now used in various fields. City as a large human organization needs to use this approach to achieve sustainable development and face the challenges of the future of cities. The prediction and awareness of the needs and the state of affairs in the cities a few years later, can reduce many problems and prepare suitable solutions for them. According to the United Nations prediction, by the year 2060, more than 66 percent of the world's population will live in cities and there is need to pay close attention to the needs and desires of these citizens in the future (United Nations, 2016). The international affairs think tank, using the perspective of futures study scholars, presents challenges and reasons for the failure of futures study in Iran. One of these challenges can be being non-native, having surface attitude, lack of belief in results, lack of suitable ground and lack of an expert authority. With regard to the above mentioned, the main challenges in the field of futures study are the lack of elites' awareness and weakness of their insight toward this issue (Gavahi, 2017). Carl Popper believed that if we cannot predict the future, at least we can understand some of the possible alternatives (Martelli, 2014). Thinking about the future is not new, but is a universal phenomenon that is rooted in prehistoric times. All human societies have imaginations of time and future that have a different emphasis on the past and future. Two factors have been effective on the human's view of future from the past till

now: the caution of the human being towards the future hazards that he tended to avoid, and the desire and wishes of man to create an ideal world (Slaughter, 2003). Also in 1948, after World War II, followed by analysis of technologies used in Germany and Japan, futures studies was proposed at the RAND Corporation in America due to a military necessity (Goudarzi & Mohammadi, 2013). The field of modern futures studies was recognized officially in the years 1950 to 1960 with the publication of a book named Future Image by Polak, in 1951 and a book named Art of Guessing written by B. De Jouvenels, in 1964, and over time, research centers and international organizations of foresight were founded and the various branches of the discipline were outspread (Slater, 2006). About futures studies in Iran, it can be said that, if future studies be addressed in terms of the human context, it will be a new science. Today it is more active in two terms of forecasting and strategic management. But if the subject is seen in the divine context, it dates back to more distant past in Iran and its use is also growing. In addition, the first institution of Futurism in Iran is formed under the supervision of Defense Industry Organization that deals with futurism in a specialized way (Goudarzi, 2007). Many questions about the future state will make humans predict about the future. Today, these predictions have become a scientific approach called futures study. Futures study have first grown in small organizations and is now used in various fields. City as a large human organization needs to use this approach to achieve sustainable development and face the challenges of the future of cities. The prediction and awareness of the needs and the state of affairs in the cities a few years later, can reduce many problems and prepare suitable solutions for them. According to the United Nations prediction, by the year 2060, more than 66 percent of the world's population will live in cities and there is need to pay close

attention to the needs and desires of these citizens in the future (United Nations, 2016). The international affairs think tank, using the perspective of futures study scholars, presents challenges and reasons for the failure of futures study in Iran. One of these challenges can be being non-native, having surface attitude, lack of belief in results, lack of suitable ground and lack of an expert authority. With regard to the above mentioned, the main challenges in the field of futures study are the lack of elites' awareness and weakness of their insight toward this issue ((Gavahi, 2017). Carl Popper believed that if we cannot predict the future, at least we can understand some of the possible alternatives (Martelli, 2014). Thinking about the future is not new, but is a universal phenomenon that is rooted in prehistoric times. All human societies have imaginations of time and future that have a different emphasis on the past and future. Two factors have been effective on the human's view of future from the past till now: the caution of the human being towards the future hazards that he tended to avoid, and the desire and wishes of man to create an ideal world (Slaughter, 2003). Good decisions depend totally on the vision. Today life is very different with life in the past; in this changing world, the old traditions no longer shape our future; but we have to create our own future in order to make ourselves, organization and community ready in the face of global changes (Fateh Rad & Jalilvand, 2013). From the perspective of futures researchers, future has four kinds;

A) possible future: includes all the futures that we can imagine. B) plausible future, includes that type of future that can be realized based on current human knowledge. C) probable future: refers to the futures that will probably be realized. D) preferable future: these futures, are our desired futures (Behrooz Lak & Mokhles Alaemeh, 2013).

The following goals can be defined for

future studies: 1. providing perspective and prioritizing the issues; (Ayvazi & Keshavarz Tork ,2013) exploring, evaluating and developing social standards; 3. commitment and obligation toward future generations; 4. recognition of changes and variation factors in society; 5. addressing the present time(Fazel Ghane, 2009).Five goals above will be realized in this way that the future researchers, by studying and reviewing images of the future which are in the minds of people, and also by analyzing featuring social images and their effects in the rise and fall of civilizations, describe possible and probable procedures, determine the goals and values, and by presenting different images of the future, propose alternative policies.The most common challenges mentioned in this regard are the multi-dimensionality of existing images of the future and the necessity of considering all dimensions in order to make a decision without fail (Inayatullah, 2008).The researches of "Futures study of Iran" have been designed in such a way that in the futures study of Iran, the purpose is not prediction in its classical and traditional concept, since such a look at the future will lead to the development of alternative futures study paradigms which are already marginalized. Is. The purpose of Iran's futures study is to try to identify trends, challenges, and possible future variables through intersubjective consensus and its reflection in order to create necessary readiness for all possible, probable and desirable future scenarios for the Iranian community (Molaei& Talebian, 2015).In the past, traditional strategic planners used to plan for the long-term, medium-term horizons in an uncertain condition, but they were not aware of the uncertainties of the future for the long-term horizons. For this purpose, the scenario planning has expanded instead of traditional strategic planning. Scenario planning helps plan strategies more accurately and for unexpected situations. A scenario is a

picture of a possible future with alternative characteristics based on assumptions and definite conditions(Cheng et al ,2016). In fact, scenario planning simulates strategic thinking and overcomes intellectual constraints by creating several futures (Amer et al ,2013).Futures study have not been understood correctly from two dimensions: first, some believe that science of prediction is what that predicts what the future should be, with reason and certainty. While there is no such future, because society is not like a machine that can be determined with certainty. Second, it's not like being disappointed with future predictions. Even if the future is not predictable, there are some theories and approaches that futurists have developed and used in recent years (Dator, 2007). Some theories, including the theory of sense making, combined theory, and social structuralism, are involved in the methodologies of futures study (von Stackelberg& McDowell, 2015). Futures study include the probability of having attitude toward future at different levels in order to better understand the changes between human, society and their environment (Sasanpour, 2017).Ghomian (2017) examined the role of futures study in the humanities from the perspective of knowledge management. The results of his work analysis showed that the bias of the humanities, the complexities of human behavior and the obstacles of human cognition, are the most important considerations in the humanities. In addition, the results of the analysis showed that the most important impacts and outcomes from the role of futures study in knowledge management were forecasting the future, creating the desired changes in the future, identifying the factors of change, realizing the predictions, achieving the desired future, and raising the knowledge of futures study((Gavahi,2017). Ali Zadeh & Mehmandoust (2015) showed that none of the schools had a better performance and superiority than other schools in

developing futures study thinking. Students' knowledge of futures study in different schools under survey did not differ significantly. It also showed that there was no significant relationship between gender and futurist thinking (Alizadeh & Mehmandoost, 2015). Rahimi (2015) shows that the best methods for determining the indices of futures study in the field of Persian language and literature are a combination of process-mining, prospect determination, and road mapping, and the best track of studies in the field of language and literature is the use of credible theories of other sciences such as psychology, sociology, art and philosophy (Rahimi, 2015). Khorasani & et al. (2015), while highlighting the role of research management of humanities in development, emphasized the importance and necessity of the futures study approach in managing humanities researches and suggested solutions to the challenges of research management in humanities (Khorasani et al., 2015). Mohammadi & Rahimi (2015) state that not only knowledge of the future of political science is mixed with evidence of data and perceptions, but also there are future developments in the coverage of futures study. They argue that futures study cannot be comprehensive in terms of scientific accuracy, assessment, and evaluation, but in any case, these studies and speculations provide a framework for thinking about the future of political science (Mohammadi & Moghani Rahimi, 2015). Miri (2015) states that Islam, in addition to the ideal society, which hopes to realize it at the end of history, expects its followers to get inspiration from the indices of that ideal society and attempt according to their possibilities and social capabilities so that in an evolutionary process, realize some minimizes of the qualities of that desirable Islamic society. Inspired by Islamic teachings, such as social traditions and learning from the examples, and philosophy of prospect, it is

expected that a kind of religious futures study will be extracted, which will result in a precise vision of an ideal future. Luis De Molina had a theological and philosophical look to the future. He believed that God provided all possible means to protect human beings, and called it the possibility of an uncertain future (Miri, 2015). Kuosa (2014) chooses the term "future domain" to refer to the study of future issues. He believes that the future domain is the coverage that covers the functions, principles, methodologies, paradigms, and approaches of different branches such as foresight, futures study, long-term planning, strategic analysis, information on long-term issues, statistics, and etc. Nevertheless, some of these cases have only weak links to each other in real projects (Kuosaa, 2014). Shafiee Ardestani & et al. (2006) consider the difference between futures study and foresight as the difference between science and practice. One of the most comprehensive comparisons between futures study and futurism can be found in the work of Khazaei (2012). He considers action-oriented approach to the future; looking at the long-term and vague future; looking at alternative futures, combining exploratory and normative approaches as the common aspects of foresight and futures study. He states that the distinction between foresight and futures study is that futures study is value-based, is widely used in the field of social sciences, and has the time horizons beyond strategic planning, while foresight has less emphasis on values; a time horizons close to strategic planning, and focuses on technology. However, some scholars consider foresight as being based on strategic thinking rather than in the frame of strategic planning, which has a long-term time horizon (Glenn & Gordon 2009). Amir Hossein Takian (2013) pointed to the weakness of futures study position in the health management structure of the country (Takian, 2013). Kamuka (2004) has also focused on this issue, and in his research, knows

integrating futures study and assessing the strategy of industrial development and policy makings as the major challenge in the field of futures study(Kameoka, 2004).

Framework of Futures Study Key Concepts

Futurist scholars are confronted with a sort of problems in their studies, which is considerably different with that in other sciences. This difference can be examined from two dimensions: "uncertainty rate" and the second dimension is the "time period" of the first dimension. In the futures study, the time period of studies is more than 5 years and can extend even to 100 years or more. Hence, the period of time refers to this concept that, at a macro level, issues arise in the domain of other sciences (including social sciences, economics, and management) (Kuosa, 2009).From the uncertainty dimension, futures study enter deep or difficult uncertainties. In other words, in the other sciences, using theoretical models and possible theories, one can define the distribution function of variables, but futures study deal with variables, the distribution function of which is not essentially identifiable.Based on these two dimensions in the context of the issue of futures study, there is a need for a methodology that can provide an opportunity for recognition of futures and organized thinking toward future situations. This methodology includes a variety of techniques and tools that have already been introduced and used by experts in the field. Among well-known and popular methods we can name Delphi method, scenario, panel of experts, and so on. This methodology and its tools will help to recognize the future. These futures shape alternate futures and future components based on divisions that have been mentioned before.This issue area will involve a network of actors depending on each subject. This network will also be different depending on how much the issue affects or get effects from stakeholders and

stakeholders of the area. In order to effectively implement futures study and measures, while acknowledging the uncertainty, the subject under study, the present situation (according to the wide present concepts) and past situation (with regard to the concept of dependency on path), be carefully evaluated and scrutinized. Then using the combination of methods and tools of futures study (taking into account the normative and exploratory approaches) we can imagine future alternatives and map out the path to these futures through the use of appropriate tools (Sayyah Mafzali& Asadi, 2015).

The need for research

Transformation and change are of the most common phenomena in society and have a continuous and long process. The transformation in all fields will extend and continue from the past to the present and the future. Foresight is, in fact, the wise answer to the challenges posed by change, as the desire for curiosity and human's concern for his/her fate in the future are of the most important reasons for the need for futures study (Manteghi, 2011).The growth and development of the humanities is the pivotal foundation for achieving comprehensive development, because the mission of the humanities is the macro policy-making of society, which will not be achieved without the focus of the achievements of the humanities and comprehensive human studies, social and cultural development. Hence, the directing of the research process in the humanities from the initial stage to the stage of implementation and its institutionalization, like any other transformation, require management. What is important in the field of humanities research is the need for a futuristic approach in need assessment of humanities researches, which provides the basis for drawing and discovering the prospects for the development of science, technology and society, and the promotion of the quality of humanities research in

<p>order to apply research in self-renewal (including natural development (Khorasani et al., 2015). One of the reasons for the increasing use of futures study is the constant change of time. In the age of agriculture, the goal was to predict the time of the seasons cycle repetition for agricultural activities. In the industrial age, the goal was to predict how to create technological efficiency. In the information age, the goal is to determine what opportunities and desires exist and which activities are more complex. Perhaps the most important reason for the use of futures study is to help determine what we do not know but must know, in order to make effective decisions (Glenn & Gordon, 2009).</p>	<p>of futures studies in the field of humanities, the constant change of the process. In this study, we want to identify these kinds of features using the elites and experts' opinions in this field. What do we want from futures studies? We want to use the knowledge of futures studies to make better decisions and be able to have more influence in the future. The process of futures studies is no doubt seeking to know, but in the field of humanities, we seek to identify the impacts that knowledge management of the field of humanities.</p>	<p>background (including natural sciences). These features, which can be called constraints or considerations, are able to influence the process of future studies. The goal of the obtained results from the process. In this study, we want to identify these kinds of features using the elites and experts' opinions in this field. What do we want from futures studies? We want to use the knowledge of futures studies to make better decisions and be able to have more influence in the future. The process of futures studies is no doubt seeking to know, but in the field of humanities, we seek to identify the impacts that knowledge management of the field of humanities.</p>	<p>s</p>		
<p>3. Research Methodology</p> <p>At the beginning of this section, we introduced the conceptual model, and then the method used in this study will be mentioned; in the conceptual model of the study, we considered "The success points of the process of futures studies in knowledge management" as inputs. Processing the input in "futures research process" will lead to the research output ("Future studies results and achievements in the humanities knowledge management").</p>	<p>On what basis can we say that the process of futures studies had desirable results for the mentioned? In other words, what are the success points of the process of futures studies in knowledge management of the field of humanities? In this study, we try to identify the experts' opinions on "Future studies can bring for mankind in the mentioned field."</p>	<p>On what basis can we say that the process of futures studies had desirable results for the mentioned? In other words, what are the success points of the process of futures studies in knowledge management of the field of humanities? In this study, we try to identify the experts' opinions on "Future studies can bring for mankind in the mentioned field."</p>		<p>output</p>	<p>effects of futures studies</p> <p>2</p>
<p>The humanities considerations influencing knowledge management Process of futures studies The effects of suture studies on knowledge management in the field of humanities Favorable future studies achievements in knowledge management of humanities Figure 1. Conceptual model In Table 1, the definitions of conceptual model structures of this research are mentioned;</p>				<p>output</p>	<p>achievement s of futures studies</p> <p>3</p>

In the following, by doing research with thematic analysis approach, we try to identify the themes related to input and output of the above conceptual model. According to the researches on the role of futures studies in knowledge management in the field of humanities in the world and particularly in Iran which are modern, it was decided to carry out a research in this regard. In this study, semi-structured interviews with a thematic analysis approach were used. This decision was made because the purpose of the research was to identify the basic ideas for the development of theoretical models for future empirical researches based on qualitative findings. It is considered that based on the results of this study, we can identify some ideas to be used for doing

Table 1: Definitions of model structures

definition	role in model	structure	row
humanities, has features that differentiate it from other types of	input	humanities consideration	1

quantitative researches with statistical samples. For interviews of this study, 13 professors of Mashhad state university (University of Ferdowsi and Payame Noor University), in the humanities were selected randomly. Required coordination took place with or without a mediator, however, because of some limitations (time, human force, etc.), interviewing with only seven of the professors became possible.

We tried to have a reasonable distribution of people interviewed in the Faculty of Humanities (7 people related to 5 fields of study). All 7 people were official faculty members of the university. The people interviewed were 5 males and 2 females. Their minimum age was 39 years and maximum age was 63 years (mean: 49 years). Their work experience was at least 9 years and at most 15 years (mean: 11 years). 2 of them were Associate Professors and 5 were Assistant Professors.

In order to do the interviews, guidelines were prepared. At the beginning of the interview, the general purpose of the interview was announced to the interviewees and it was emphasized that the interview is done solely with research purposes and people's identity will not be presented in the extracted report or article. To do the interview, the method of information storage (via audio recording or taking notes) was coordinated with the interviewees. 5 preset questions had been considered for this interview.

For this study, five questions had been predetermined that were numbered 1, 2 and 3. The first question was about the position of futures studies in the conceptual model, and questions 4 and 5 have been predicted to be about the independent variables of the conceptual model. Five main questions for this study are mentioned in Table 2.

Table 2: Main questions of the interview

question	row
In your opinion, what are the effects of futures studies in the field of humanities?	1
What are the considerations of futures studies in the field of humanities?	2
What is the success point of futures studies in humanities from the perspective of knowledge management?	3
How do you see the future of knowledge of futures studies in humanities from the perspective of knowledge management?	4
What factors can help to recognize futures studies in this field?	5

Interview transcripts were carefully written and were used along with taken notes for analysis. For analysis of interviews transcripts, the method of theme analysis was used which is widely used in qualitative researches. In this method, the interview transcripts were written on paper and were edited in terms of form. Afterward, by careful study of these texts, initially for each of the done interviews, all independent ideas were identified in the form of concepts and sub-themes, and then a code was assigned to each of them. The method of ideas coding was like this, each idea had a three-digit code and that number was separated from the previous (or next) number by hyphens. The first digit was the interview code, the second digit was the question code and the third digit was the idea code. For example, the meaning of the codes 1-3-4, was the first idea from the third question in the fourth interview. Table 3 contains examples of identified ideas in the written transcripts of an interview sample (Interview No. 3 in response to question 1) that is classified in the form of sub-themes;

Table 3: The method of summarizing and categorizing collected ideas

sub-theme topic	sub-theme code	quote of interviewee	opinion code	question code	interview code
		We can use the futures studies to codify moral values for the benefit of future generations and from national and organizational resources ...	1	1	3
		Basically, one of the most important achievements of futures studies, particularly in the humanities, is ethics ...	2	1	3

ures studies, normally we seek to y factors of change in the future world ...	3	1	3
ts in their analysis, including the s of trends, want to know this secret n what can affect the human future ...	4	1	3
not we know that where we're Future studies help us in this way ...	5	1	3
at we have drawn the desired point rselfes, we must say from which direction we can reach this point...	6	1	3
s studies can save us from nization, being astonished at being passive...	7		
ures studies, we particularly are g to define strategy. When we say studies, it means that we do not o only know the future but we want to change the future	8		

About the next answers and respondents, the above categorizing model .was also used

4. The results of analysis of data

After classification of responses, the conclusion of the study was made based on analysis of themes. Three identified frequent themes of each question were ranked (from the most frequent to the least frequent) that will be mentioned later. In the tables that indicate the research findings and will be mentioned later, the first column (from right), is the theme code in the primary division. The second column

4-1. The research findings about identification of the effects of futures

studies in humanities

In response to the first research question (In your opinion, what are the effects of futures studies?), "predicting the future" was emphasized by the respondents as the most frequent theme as seventy percent of respondents mentioned this theme. "Creation of favorable changes in the future" and "identifying factors affecting future changes", were selected as the second and third frequent themes (sixty .)and fifty percent of respondents) (Table 4

Table 4: Findings of the first question of the research

share from three selected themes	percentage of respondents	frequency	theme rank	theme
0.42	0.7	5	1	prediction
0.33	0.6	4	2	creating desirable changes in futur
0.25	0.5	3	3	identifying effective factors on future changes

4-2. The findings about the limits of futures studies in humanities

In answer to the second research question (What are the considerations and limitations of futures studies in humanities?), "bias of humanities, was emphasized by the respondents ", as the most frequent theme, as seventy percent of respondents expressed this theme. Also "complexities of human behavior" and "obstacles to human cognition" were selected as the next two frequent themes (Table 5)

Table 5: Findings of the second question of the research

share from three selected themes	percentage of respondents	frequency	theme rank	theme	the me code
0.42	0.7	5	1	bias of humanities	10
0.33	0.6	4	2	complexities in human behavior	8
0.25	0.5	3	3	obstacles to human recognition	13

4-3. The research findings about the success point of futures studies in humanities from the perspective of

knowledge management

In response to the third research question (What is the success point of futures studies?), "fulfilling the predictions" and "achieving the desirable future", were stated as the most frequent themes, by eighty percent of respondents. In addition, "promoting the knowledge of futures studies", which was emphasized by forty percent of elites was chosen as the third most frequent theme (Table 6).

Table 6: Findings of the research third question

frequency	theme rank	theme	the me code
6	1	realizing predictions	18
5	2	achieving the desirable future	15
2	3	promoting the knowledge of futures studies	16

4-4. The research findings about the future of futures studies in humanities from the perspective of knowledge management

In answer to the fourth research question (How do you see the future of futures studies in humanities from the perspective of knowledge management?), a clear and unambiguous future, turning into a popular knowledge and turning into an effective interdisciplinary, were selected as the most frequent themes as each of the mentioned themes was confirmed by forty percent of respondents (table 7).

0.4	2	3	development of this knowledge in universities
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The desirable effects and achievements of futures studies in management of humanities knowledge

Effects:

- 1) Predicting future
- 2) Creating desirable changes in future
- 3) Identifying the factors affecting the future changes

Desirable achievements:

- 1) Realization of predictions
- 2) Achieving the considered future
- 3) Promoting the knowledge of futures studies

Table 7: Findings of the research fourth question

from three selected themes	percentage of respondents	frequency	theme rank	theme	the me code
0.44	0.5	4	1	unclear and unambiguous future	22
0.33	0.4	3	2	turning into a popular knowledge	25
0.22	0.4	2	3	become an effective interdisciplinary	21

4-5. The research findings about the factors affecting the introduction of futures studies in humanities

In response to the fifth research question (What factors can help to introduce futures studies in humanities?), the effects of futures studies is the best advertiser for this knowledge, it was the most frequent theme and sixty percent of respondents stated that. Also, familiarizing the science activists with this knowledge and the development of this knowledge in universities, were selected as the second and third most frequent themes (Table 8).

Table 8: Findings of the research fifth question

from selected themes	percentage of respondents	frequency	theme rank	theme	the me code
0.44	0.6	4	1	the effects of futures studies is the best advertiser for this knowledge	30
0.33	0.4	3	2	familiarizing the science activists with this knowledge	27

Humanities considerations affecting knowledge management:

- 1) Bias of humanities
- 2) Complexities of human behavior
- 3) Obstacles of human recognition

2. conceptual model (with recognized sub-themes)

In this study, five main questions were used to identify the opinions of experts in humanities, the first three questions were related to the conceptual model of this research, and the last two questions were about the status of futures studies in this field. The studied humanities experts believed that the most important considerations of future studies in humanities are "bias of humanities", "complexity of human behavior" and "human cognition obstacles". Also the most important effects of futures studies in humanities are "predicting future", "creating favorable changes in the future" and "identifying factors affecting future changes". It is stated that the success point of futures studies in this field are "realization of forecasts", "achieving the desirable future" and "promoting the knowledge of futures studies". The future of future studies is said to be "a bright and unambiguous future", "turned into an effective interdisciplinary" and "turned into a popular knowledge". In the eyes of experts, the most important factors in identifying futures studies in humanities, are "the effects of this science", "familiarizing the activists in universities with this science" and "development of this knowledge in universities".

In fact, we can draw figure 2 as one to one correspondence of the variables with each other (Fig. 3);

predicting future
 creating changes
 identifying change factors
 realizing predictions
 achieving the desired future
 promoting the knowledge of futures

The process of futures studies
 bias of humanities
 complexities of human behavior
 obstacles in human recognition

Figure 3. A conceptual model by expressing each of variables

Summary and Conclusion

Humanities is one of the factors that has influence in the field of futures studies. Accordingly, the humanities itself could be the subject of future studies. To which side is the humanities going? Do the biases that are in different parts of the world, have an accurate approach? As a result of these discussions, we can speak of two doctrines and issues: future studies of humanities and the role of humanities in futures studies. These are two independent and important issues. However, futures studies have an undeniable role in knowledge management in the field of humanities. To create a real knowledge, it is not enough that a person think and act based on his knowledge. All knowledge are inherently social and cultural and knowledge of organization can only be considered through changes in organizational activities and improvement of the human force performance and organizational effectiveness. Knowledge creation, has implicit implication to social changes. The new generation of knowledge management must create knowledge and innovative processes in the organization's structures through learning in organization. Therefore, managers must learn how to manage when there are restrictions on control and inadequate information. Perhaps one of the reasons of knowledge management which is pioneer is that it seeks to create new knowledge. Organizations should be predictable, therefore future of management depends on allocation and consideration of appropriate strategies for dealing with turmoil and uncertainty and among

predictable and efficient situations, consider production of goods and services. Therefore the ability to be flexible and adapt quickly and build skills to meet environmental demands are felt and seems undoubtedly very necessary.

Experts of humanities studied in this study (which is done by the thematic analysis approach), believed that the most important considerations of futures studies in humanities, are "bias of humanities", "complexity of human behavior" and "obstacles to human cognition". Also the most important effects of futures studies of humanities include "predicting future", "creating favorable changes in the future" and "identifying factors affecting future changes". The success point of futures studies in this field, are stated to be "realization of forecasts", "achieving the desired future" and "promoting knowledge of futures studies". These findings (specially in terms of futures studies considerations) are consistent with the previous research results of scholars such Smith (2005), Foo and as Sullivan (2004), Foo (2003), Graetz (2004), Steine (2001). But some findings of this study (in terms of effects of futures study) are inconsistent with previous research results such as Bell (2003), Marion and Bacon, (2000).

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