National University of Singapore
NUS Business School
Department of Management and Organisation

MNO4317/ MNO4715 Foresight and Scenario Planning

Semester 2, AY2022/2023

Module Instructors & Coordinator*: <u>Dr Sarah Cheah</u>

Module Description:

This module aims to equip students with the capabilities of corporate foresight using techniques such as horizon scanning and scenario planning. The students will learn how to identify and harness the opportunities presented by future scenarios, as well as manage the risks associated with their ambiguity and complexity. Students will learn how to apply foresight methods and scenario planning in strategic processes in organizations. They will learn how to identify the specific role foresight activities play in the organization and support the activities involved in long-range planning for the organization.

Learning Outcomes:

After the course, the students will be able to learn

- Horizon scanning technique
- Scenario planning
- Divergent and convergent techniques for integrating scenarios and prioritizing initiatives
- Formulation of scenario-based strategic planning

Modes of Teaching and Learning:

Seminars
Group project
Case analysis

Syllabus:

Introduction to Strategic Foresight
- Sources of strategic uncertainty
- Understanding changing conditions and their role in company success and failure
- Introduction to Systemic Foresight Methodology

Intelligence
- Horizon scanning
- Patent analysis

Imagination
- Visioning
- Scenario planning

Integration
- Scenario building
- Build possible models

Interpretation / Intervention
- Defining and planning strategies
- Action planning

Readings:

(a)   Compulsory/recommended reading:

Cheah, S. (2020). *Strategic Foresight: Accelerating Technological Change*. Berlin: De Gruyter.

https://www.degruyter.com/view/title/568809

https://www.amazon.sg/Strategic-Foresight-Accelerating-Technological-Change/dp/3110672901

(b)   Supplementary reading: Reading list to be provided in due course

Assessment (%):

Individual Assessment		Group Assessment	
Class Participation	20%	Group Report	40%
Individual Assignment	30%	Group Presentation	10%
Total:	**50%**		**50%**

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:
http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct

Online Module on Plagiarism:
http://emodule.nus.edu.sg/ac/

Pre-requisite(s):

- MNO1001 Management and Organisation/ MNO1706 Organisational Behaviour; or
- MNO1001X Management and Organisation/ MNO1706X Organisational Behavior; or
- PL3239 Industrial and Organisational Psychology; and
- MNO2007 Leadership and Ethics / MNO2705 Leadership and Decision Making under Uncertainty

Preclusion(s):

None