NATIONAL UNIVERSITY OF SINGAPORE
NUS Business School
Department of Management and Organisation

MNO4715 Foresight and Scenario Planning

Semester 2, AY2024-2025

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Course Description

This course 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

Topics

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

Assessment

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

Class Participation (20%)

This course uses learning methods that require active involvement (e.g. in-class discussion, Canvas Discussion, etc.). Attendance is required for every class session. You are expected to join the class ready to discuss the assigned readings.

Individual Assignment (30%)

Students will be provided three options for written assignment:
- Case analysis
- Industry analysis
- Trend analysis

Students are expected to apply relevant frameworks and concepts from the course in their written assignment. More details will be provided during the course.

Group Report (40%) /Group Presentation (10%)

Students will form groups for this group assignment. From the list of industries provided, each group will choose an industry and an organization operating in that industry to understand the trends that are likely to impact the organization in the next five to ten years (intelligence), develop possible future scenarios (imagination), identify the desired scenarios (integration), and define/ develop strategy for the organization for the next five to ten years (interpretation), so as to seize the opportunities/mitigate the risks inherent in the desired scenarios. Project groups will present their Group Report during Week 13 lesson. More details will be provided during the course.

Readings and Lesson Preparation

Compulsory 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

Please refer to reading list on Canvas/Course Readings.

Schedule

This course description and outline are subject to change. Changes will be announced in class.

Profile of Instructor

Refer to https://discovery.nus.edu.sg/4518-lai-yin-sarah-cheah/