



The Lee Kong Chian School of Business
SMU Global Summer Programme 2018
Modified Term 3B, 2 – 27 July 2018

MGMT XXX : GLOBAL MEGATRENDS: OPPORTUNITIES AND CHALLENGES IN ASIA

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COURSE DESCRIPTION

Megatrends describe data sets that provide us with macro-perspectives spanning over 5-30 years that may have profound implications on business values as well as for scenario or strategic planning processes. Although cause & effect relations are typically ambiguous and interdependent, they offer useful insights for the external and internal strategic analysis that often lead to revised business models, disruptive innovations and differentiated market positions.

This course helps students to understand the developments of globally evolving data patterns in 5 key domains: Ecology, Society, Economy, Geopolitics and Technology. Their implications will be discussed in an Asian context. We will contrast findings, practices and lessons learnt for future Managers operating in Asia when analyzing the effects of e.g. resource scarcity, societal stress, demographic change, migration, globalization as well as the economic system. A particular focus will be assigned to the rise of China and its geo-political implications on its Asian neighbours. Further, we will explore developments in key technology areas (e.g. artificial intelligence, biotech, nanotech, cyber security and space exploration).

In particular, we will debate implications on Singapore's transition into a knowledge-, innovation- and service based economy as an example to contrast initiatives in other Asian Megacities, such as Shanghai, Jakarta or Mumbai. Special topics on "Asian Cultures", "Finite System Thinking", "Non-linear Behaviour", "Risk Mitigation" and "Venture Capital in Asia" complement the course. Trends are internalized through examples and an Asia-related, desktop-based research project to ascertain a solid understanding of ongoing debates. An appreciation of the emergence of Asia, a general interest in current world affairs and a passion to create a better future are pre-requisites to succeed in this course.

LEARNING OBJECTIVES

By the end of this course, students will be able to:

- Understand current developments of important and impactful Megatrends relevant in an Asian context
- Critically evaluate drivers of Megatrends and devise possible implications for the Asian region
- Propose values, visions, scenarios and strategies for the growth of sustainable business models in Asia
- Prioritize strategic objectives, contrast alternative propositions and rate risk mitigation measures
- Construct rational and well supported arguments to justify personal beliefs with confidence

Students will demonstrate their skills during class discussions, presentations, Q&A as well as in their research project. All components form part of the students' overall assessment.

PRE-REQUISITE / CO-REQUISITE / MUTUALLY EXCLUSIVE COURSES

NONE

ACADEMIC INTEGRITY

All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences. All work (whether oral or written) submitted for purposes of assessment must be either the student's own work or clearly referenced as the work of another author. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offence. When in doubt, students should consult the course instructor. Details on the SMU Code of Academic Integrity may be accessed at <http://www.smuscd.org/resources.html>.

ACCESSIBILITY

SMU strives to make learning experiences accessible for all. If you anticipate or experience physical or academic barriers due to disability, please let me know immediately. You are also welcome to contact the university's disability services team if you have questions or concerns about academic provisions: included@smu.edu.sg. Please be aware that the accessible tables in our seminar room should remain available for students who require them.

INDIVIDUAL CONTRIBUTION IN TEAM ACTIVITIES

Class participation as well as individual and team activities determine the students' assessment in this course. All members in a team are accountable for all aspects regarding their assignment and activities and therefore, receive the same grade. However, individual grades for team activities may be downgraded if other team member(s) evaluate the contribution of individual members unfavorably, applying SMU's peer evaluation process. Students are advised to bring such issues to the Instructor's attention immediately, so it can be addressed while team work is still in progress.

ASSESSMENT METHODS

Student assessment includes all of the following components:

Individual Class Participation	Continuous	<i>incl. discussion forum on eLearn (online)</i>	20%
Individual Research Diary	Continuous	1.5 pages per session	<i>submission in Session 12</i> 10%
Interim Presentation	Session 8	20 min / team	<i>deliverables see below</i> 20%
Final Presentation	Session 12	30 min / team + Q&A	<i>deliverables see below</i> 20%
Final Report	Session 12(+)	30 slides / team	30%

Total = 100%

INSTRUCTIONAL METHODS AND EXPECTATIONS

Please review these key instructional activities to achieve the learning objectives of this course:

CLASS PARTICIPATION

Class attendance and active participation play a central role in the students' learning process. By contributing, students help each other to learn. Class discussions involve Q&A sessions related to course materials, presentations, cases and scenarios that describe the situation in countries, institutions or businesses. By evaluating evidence and conducting research, students will develop a solid understanding of the consequences of Global Megatrends as well as associated opportunities and risks in a broader context. Students may be called at random to contribute to the ongoing discussion and raise questions related to trends, cases, assignments and video sequences.

The Instructor will monitor students' class participation throughout the term. Further, the Teaching Assistant (TA) will monitor the **discussion forum** on eLearn. **The use of any mobile devices during class is not permitted.** More guidance:

- Students shall interrupt the Course Instructor at any time to raise questions related to the topics.
- Students shall listen to their peers, provide alternative views or raise further questions.
- Given the complexities of Asian contexts and in general, the real world, there are **no unfounded questions** and **no single right answers**. What is important is how students use theories and evidence to justify their arguments.
- Our objective is **not** to discuss the **feasibility** of proposals or resolve the issues, **but** rather to develop an **in-depth understanding** of drivers & consequences and create new ideas.

This is assessed on the basis of the quality of contribution and frequency of participation. Note that high-quality and relevant contributions will earn a higher participation grade than frequent, but insignificant contributions. Not participating in class discussions and discussion forum will affect final grading negatively, even if students attend all class sessions. Understandably there are circumstances that may cause students to miss a class. However, nothing can replace in-class participation. Submitting ideas to the critique of classmates and the challenge of defending them in an open forum cannot be duplicated. **Students who find it difficult to communicate in English language are requested to immediately raise their concerns to the Course Instructor and to discuss how this can be addressed.**

INDIVIDUAL RESEARCH DIARY

This individual assignment is intended to help students to consolidate their learning experience over **12 class sessions**. After each session, students are to reflect about the topics discussed in class and write short essays (1.15 line spacing, 11-point font size, 1.5 pages per session). Commentaries which summarize class materials are missing the point ! Instead, students are expected to share **personal thoughts, emotions, experiences** and / or **observations, preferably when interacting with other Asians in Asia or abroad**. Constructive, rationale and supported **criticisms are always welcomed**. Commentaries across the 12 sessions are to be compiled in **1 document**, which shall be submitted **2 days** after the final session for assessment. Students are encouraged to record their inputs for the Research Diary regularly throughout the term. Further, the ability to show the internalization of knowledge from the course by consolidating lessons learnt and putting them into the context of personal experiences, observations, reflections and critical thoughts is a key success factor to obtain high marks. Besides, a clear narrative or argumentative structure and writing style as well as professional appearance of the document are expected. Constructive feedback about the course is perceived as positive for the assessment. **The instructor may ask you to show your current status at any time to verify your progress.**

RESEARCH PROJECT

Students will be allocated randomly into teams. One team shall consist of **4-6 students**, who will subsequently conduct an explorative research project, which teams will select from a separate document ("**Topic List**", see eLearn Admin. folder). The format of the report submission will also be stated in there. To succeed with this assignment, each student is expected to make substantial contributions and be passionate about his or her work.

PLEASE ALSO READ THE FINAL REPORT PROJECT MANUAL BEFORE STARTING YOUR PROJECT.

INTERIM PRESENTATION

The **Intermediate presentation** will be held in class in an interactive workshop-style setting. Requirements: 1-2 presenters, 20 minutes per team. Please use slides and/or the whiteboards in class. Inquiries from peers count as class participation. **Hardcopies of slides are not required! A softcopy shall be submitted via eLearn drop box prior to your presentation** to be fair to all students.

FINAL PRESENTATION & REPORT

Students will continue to work on their research project. The assignment consists of **2 components**:

(A) The **Final presentation** will be held in class in an interactive workshop setting. Requirements: 1-2 presenters, 20 minutes per team. Please use slides and/or the whiteboards in class. Optional (no required): play 1 video (2-3 min. only). Inquiries from peers count as class participation. **Hardcopies of slides are not required! A softcopy shall be submitted via eLearn drop box prior to your presentation** to be fair to all students. Interesting presentations offer a mix of constructive analysis, comments and questions related to challenges. Do not squeeze too many details into your slides. Students are expected to demonstrate significant progress as compared to their interim presentation. However, **teams are not expected to have finalized their work when presenting**. Instead, feedback and guidance from peers as well as the Instructor about how to enhance the final report can still be incorporated.

(B) The **Final report** (see next paragraph) is due **2 days after Session 12**.

Report setting: submission of **1 softcopy via eLearn drop box**. Complimentary files shall be submitted electronically and separately from the report. Video links shall be embedded in the document to enable immediate streaming.

Please apply the following **Report structure**:

- (1) Title page (course code, topic title, full (!) name of members, student IDs, Singapore & date)
- (2) Table of Content (including page numbers)
- (3) Introduction: task description, objectives, link to Global Megatrends (1 page)
- (4) Analysis (including definition of key term, assessment criteria & measures)
- (5) Limitations of the Report (max. 1 page)
- (6) Methodological and / or Managerial Implications (1-2 pages)
- (7) Appendices (tables, graphs, record of events, demographics etc.)

Assessment Criteria for the Final Report	Max. = 35
Professional formatting / English language skills	3
Visualization of concepts, processes, effects or links	5
Clarity of logical flow / definition of key terms	3
Motivation to study this topic / objectives / links to Global Megatrends	3
Strength & broadness of arguments / defined assessment criteria & measures	7
Application of theoretical concepts / research-based foundations / referencing	7
Discussion of implications / risks / scenarios / future trajectories	4
Extraordinary out-of-the-box propositions / "wow" effect / major new insights	3

EXAMINATION

There is **NO** mid-term examination and **NO** final examination for this course!

CONSULTATION AND STUDENT COMMUNICATION

The Course Instructor is available for meetings at SMU before, during or after class as well as on prior appointment. Course-specific information will be announced in advance. Students are therefore expected to keep themselves updated by reviewing "Announcements" on [eLearn](#) throughout the term.

Students are also expected to seek clarifications in class, if and when the need arises.

Preferred communication mode with the Course Instructor outside class times is by email.

CLASS TIMING

The course is taught in a 3-hour session. Timetables and venues are made available by SMU on OASIS or other platforms. If sessions fall on public holidays, or for any other reasons, the Course Instructor will make arrangements for make-up lessons and announce such changes on eLearn. Further, the Course Instructor may engage guest speakers and adjust the lesson plan (see below) to accommodate their schedules.

RECOMMENDED TEXT AND READINGS

We do not have a textbook. Course materials, cases and videos are derived from a broad variety of sources and will be accessible via eLearn. This includes all presentations, essays and reports from previous cohorts to maximize knowledge sharing. Good local sources would include The Business Times, The Straits Times or Channel News Asia. Useful international sources would include The Economist, TED Talk, BBC or CNN.

Further, it is highly recommended that students review the work of peers to build on past research and to obtain guidance regarding expectations. Lastly, please read the **final report project manual** before starting with your research project and **look into the topic list to see which format of the final report is mandatory for your topic selection.**

LESSON PLAN (subject to change depending on progress during the term)

S	Concepts and Topics covered
1	Introduction: Course outline; Getting to know each other; What are Megatrends? Why the focus on Asia? How could Megatrends affect Asia? Finite Systems; Ecosystems & Eco-services; Managing in the VUCA World; The need for strategic thinking, differentiation and innovation
2	New Thinking - New Choices: The End of the Industrial Age; Asia - the next economic powerhouse <i>Videos: Did You Know (Asia Edition), The 11th Hour</i> <i>Cases: WEF Risk Map, Biosphere 2, Natural Populations</i> Environmental trend: Climate Change - Asian perspective and initiatives <i>Video: "The Day After Tomorrow"</i> <i>Case Studies: China's climate targets, Beijing Olympics' Weather Control; Philippines Sustainable Farms</i>
3	Environmental / Economic trend: Food & Water Scarcity <i>Video: Wheat Crisis; Mekong River; New Food Policy, Singapore's Vertical Farms and "New Water"</i> Environmental / Economic trend: Energy Scarcity <i>Video: China Windpower, Philippines Geothermal, Abu Dhabi Solarpower, US Algae Farms</i> <i>Cases: Alternative Energy and Storage hot spots in Asia; ASEAN Power Grid, Emission Trading in Asia</i>
4	Societal trend: Demographic Change and Population Growth in Asia <i>Video: Singapore's baby crisis; Japan's Aging Population; Australia dealing with Diversity</i> <i>Case Studies: Singapore Population 2012; Implications on Healthcare & Pension Schemes</i> Societal trend: Asia's Megacities - Urbanization; Migration patterns; Mobility needs <i>Video: H. Rosling simulation; Migration patterns (focus on China, Philippines, India), Reverse Brain Drain from US to China or Malaysia to Singapore, High speed links from Singapore and Malaysia to Thailand</i> <i>Cases: Eco-Cities (Masdar, Tianjin), Underwater / Underground Cities (Dubai)</i>
5	Economic trend: Market Economy (US, EU) versus State Capitalism (Asia) <i>Video: What is Capitalism? (RSA Animate)</i> <i>Cases: Inequality, Triple Bottom Line, P2P lending & Microfinance, Regulation, Debt situation, Growth Paradigm, Asian Family Enterprises; AEC - ASEAN's integration efforts; Renminbi - new global currency?</i>
6	Economic / Societal trend: Asia and Globalization <i>Video: Impact of Globalization on Asia; De-Globalization perspectives, The End of Globalization?</i> Economic trend: Asia's view of Roles for Government and International Organizations <i>Cases: ASEAN, APEC, ADB, UN, IMF, WEF, WWF</i>
7	Geo-political trend: The Rise of China <i>Case: China's History Lessons; China's One Belt - One Road; The South-China Sea conflict, Cra canal link</i> Geo-political trend: North Korea - Disaster waiting to happen? <i>Case: Who are the players? What's at stake? Scenarios for a major conflict</i>
8	INTERMEDIATE PRESENTATIONS (in class)
9	Technological trend: ICT, Cyber Security, Augmented Humanity - Asian perspectives and players <i>Video: Defending the Internet; Types of Cyber-Attacks; China's control of the Internet</i> Technological trend: IoT, Artificial Intelligence, Data Analytics, Fintech - Asia is leading the race <i>Video: AI & Singularity, "I Robot", Key success factors of Alibaba, Samsung, Ayala</i>
10	Technological trend: Bio-Engineering - Asian perspectives and players <i>Video: Singapore's Biopolis; NUS and NUSH; Fighting Dengue; Regenerative Medicine; Synthetic Tissue</i> Technological trend: Nanotechnology and New Materials - Asian perspectives and players <i>Video: Singapore's Fusionopolis; Moving Atoms; Morph Concept, Location-based Cancer Treatment; Smart Textiles; Human Genome Project, The Strongest Material in the World.</i>
11	Technological trend: New Space Race - Perspectives from Japan, South Korea and China <i>Video: Economics of Space Exploration; Asteroid Mining; Space Travel, Singapore's OSTin</i> Special Topics: Venture Capital / Private Equity in Asia; Risk Mitigation in Asia
12	FINAL PRESENTATIONS (in-class)