



GLOBAL SUMMER PROGRAMME 2022

MGMT315S GLOBAL MEGA TRENDS: OPPORTUNITIES AND CHALLENGES IN ASIA

- Instructor Name: Dr. Frank SIEGFRIED
- Title: Adjunct Faculty
- Email: franksf@smu.edu.sg
- Office: Lee Kong Chian School of Business



A. COURSE DESCRIPTION

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

Sustainability and dealing with *Uncertainties* will be focal themes as we aim to understand current projections of globally emerging trends in 5 domains: *Ecology, Society, Economy, Geopolitics* and *Technology*. Implications will be discussed in an Asian context. We will contrast findings, practices and lessons learnt for future Leaders operating in Asia by analyzing the effects of e.g., *climate change, resource scarcity, demographic change, migration, globalization, global debt, or the geopolitical implications from the emergence of China*. Further, we will explore key *technologies* and their use to address “Smart Cities” or “Food Security”.

We will look at Singapore’s transition into a knowledge-, innovation- and service-based economy. Short discussions about *Asian Culture, Finite System Thinking, Non-linear Behaviour, Risk Mitigation* and *Venture Capital in Asia* complement the course. Trends are illustrated through examples and a guest speaker. An Asia-related, desktop-based research project will ascertain a solid understanding of ongoing debates. An appreciation of the emergence of Asia, a general interest in current world affairs and a passion for creating a better future will help to succeed in this course.

B. LEARNING OBJECTIVES

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

- Understand current developments and impact of Megatrends in times of elevated *Uncertainties*
- Critically evaluate drivers of Megatrends and devise possible implications for the Asian region
- Propose values, visions, scenarios and strategies for *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

C. PRE-REQUISITES / REQUIREMENTS / MUTUALLY EXCLUSIVE COURSES (IF ANY)

This course does not require any pre-requisite.

D. ASSESSMENT METHODS / GRADING DETAILS

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.

Individual Class Participation	20%
Individual Essay	20%
Individual Research Diary	15%
Final Presentation	15%
Final Report	30%
Total	100%

E. 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 the student's own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offense. When in doubt, students should consult the instructor. Details on the SMU Code of Academic Integrity may be accessed at <http://www.smuscd.org/resources.html>.

F. ACCESSIBILITY

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

G. INSTRUCTIONAL METHODS AND EXPECTATIONS

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 potential impacts of Global Megatrends as well as identify 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 and the **discussion forum** on eLearn throughout the term. **The use of any mobile devices during class is not permitted.** More guidance:

- Students may interrupt the instructor at any time to raise questions related to the topics.
- Students shall listen to their peers, offer criticisms or 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 based on 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 or the 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 attendance and 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 raise their concerns to the instructor at the beginning of the course and to suggest how this can possibly be addressed.**

Individual Essay:

Students are tasked to describe an innovative idea / solution emerging from one or more Megatrends which they would like to see being addressed or used as a starting point to become an entrepreneur. The essay shall state (a) a problem statement, (b) motivation / urgency and (c) knowledge domains of interest to establish a holistic approach and an interdisciplinary team. Format of the essay: 1.15 line spacing, 11-point font size, total of 3 pages, state name + date in Header, no title page. Please note that all submissions are subject to plagiarism checks.

Individual Research Diary:

Students shall consolidate their learning over **10 sessions** (S1 + S12 are exempted). 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 when interacting in Asia or abroad. Constructive, rationale and supported criticisms are always welcomed.** Commentaries across the 10 sessions are to be compiled in **1 document**. Students are encouraged to record their thoughts throughout the term. Further, the ability to show the internalization of knowledge from the course by consolidating lessons learnt and linking them into a personal context 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 submission are expected. Constructive feedback about the course is perceived as positive for the assessment. **The instructor may ask you to show your status at any time to verify your progress.**

Research Project:

Students will preferably be allocated randomly into teams of 4-6 students, who will conduct an explorative research project. Teams select their own topic (prior Instructor's approval required). The report shall be submitted as slides in Power Point format. To succeed with this assignment, each student is expected to make substantial contributions and be passionate about his / her work.

Final Presentation & Report:

Students will present and submit a report related to their research project. The assignment consists of **2 components**:

(A) Final presentations: held in class in an interactive workshop setting. Requirements: 2 presenters, 15 minutes per team. You may insert 1 video (max. 2 min.). Inquiries from peers count as class participation. **Hardcopies are not required! A softcopy shall be submitted via eLearn drop box prior to the presentations** to be fair to all students. Interesting presentations offer a mix of constructive analysis, comments and questions related to current or future challenges. Do not squeeze too many details into the slides. 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 prior to the submission due date.

(B) Final report: due **2 days after the final Session (S12).**

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. = 30
Professional formatting / English language skills	3
Visualization of concepts, processes, effects or links	3
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	6
Application of theoretical concepts / research-based foundations / referencing	6
Discussion of implications / risks / scenarios / future trajectories	4
Extraordinary out-of-the-box propositions / “wow” effect / major new insights	2

Individual contribution in team activities:

All members in a team are accountable for all aspects of their assignment 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 unfavourably, which will be assessed by 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 teamwork is still in progress.

H. CLASSROOM POLICIES

The course is taught in a 3-hour session format. All sessions will be delivered face-to-face. Timetables and venues will be made available by SMU on OASIS or other platforms. If sessions fall on public holidays, or for any other reasons, the instructor will plan for make-up sessions and announce such changes on eLearn. Further, the Instructor will engage an interesting Guest Speaker and may need to adjust the lesson plan (see below) to accommodate his / her schedule.

I. IMPORTANT ASSIGNMENT DATES

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|------------------------------------|---|
| 1. Individual Class Participation: | Continuous, including discussion forum on eLearn (online) |
| 2. Individual Research Diary: | Continuous, 1 page / session, submission in Session 12 |
| 3. Final Presentation: | Session 12, 15 min / team + Q&A, deliverables see above |
| 4. Final Report: | 2 days after Session 12, approx. 30 PPT slides / team |

J. CONSULTATIONS

The instructor is available for discussions before, during or after class as well as per Videocon (upon prior appointment) or per email. Course-specific information will be announced in advance. Students are expected to keep themselves updated by reviewing “Announcements” on eLearn throughout the term. Students are also expected to seek clarifications in class at any time whenever the need arises.

K. RECOMMENDED TEXT / READING LIST / CASE STUDIES LIST

We do not have a textbook. Course materials, cases and videos are derived from a variety of sources and will be accessible via eLearn. This includes all session slides, reading materials 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.

LESSON PLAN	
LESSONS	TOPICS <i>(availability of materials / videos may change)</i>
LESSON 1 Tuesday 28 June	INTRODUCTION Getting to know each other; Course outline; 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
LESSON 2 Wednesday 29 June	NEW THINKING - NEW CHOICES: The End of the Industrial Age; Asia - the next economic powerhouse <ul style="list-style-type: none"> • Videos: Did You Know (Asia Edition) • Cases: WEF Risk Map, Biosphere 2, Natural Populations ENVIRONMENTAL TREND: Climate Change - Asian perspective and initiatives <ul style="list-style-type: none"> • Video: "The Day After Tomorrow" • Case Studies: China's climate targets, Philippines Sustainable Farms
LESSON 3 Thursday 30 June	ENVIRONMENTAL / ECONOMIC TREND: Food & Water Scarcity <ul style="list-style-type: none"> • Video: Mekong River; New Food Policy, Singapore's Vertical Farms and "New Water" ENVIRONMENTAL / ECONOMIC TREND: Energy Scarcity <ul style="list-style-type: none"> • Video: China Wind Power, Philippines Geothermal, Abu Dhabi Solar Power, US Algae Farms • Cases: Alternative Energy Storage hot spots in Asia; ASEAN Power Grid, Emission Trading in Asia
LESSON 4 Tuesday 5 July	SOCIETAL TREND: Demographic Change and Population Growth in Asia <ul style="list-style-type: none"> • Video: Singapore's baby crisis; Japan's Aging Population; Australia dealing with Diversity • Case Studies: Singapore & China Aging Population; Global migration patterns SOCIETAL TREND: Asia's Megacities - Urbanization; Mobility needs <ul style="list-style-type: none"> • Video: H. Rosling simulation; Migration patterns (China, Philippines, India Diasporas), Reverse Brain Drain (US to China, Malaysia to Singapore) • Cases: Eco-Cities (Masdar, UAE), Underwater / Underground Cities (Dubai)
LESSON 5 Wednesday 6 July	ECONOMIC TREND: Market Economy (US, EU) versus State Capitalism (Asia) <ul style="list-style-type: none"> • Video: What is Capitalism? (RSA Animate) • Cases: Inequality, Triple Bottom Line, P2P lending, Regulation, Debt situation, Growth Paradigm, ASEAN Economic Community (AEC) integration efforts; Renminbi - new global currency?
LESSON 6 Thursday 7 July	ECONOMIC / SOCIETAL TREND: Asia and Globalization <ul style="list-style-type: none"> • Video: Impact of Globalization on Asia; De-Globalization perspectives, End of Globalization? ECONOMIC TREND: Asia's view of Roles for Government and International Organizations <ul style="list-style-type: none"> • Cases: ASEAN, APEC, ADB, UN, IMF, WEF, WWF

LESSON 7 Tuesday 12 July	<p>GEO-POLITICAL TREND: The Rise of China</p> <ul style="list-style-type: none"> Case: China's History; China's One Belt One Road; South-China Sea conflict, Cra canal (Thailand) <p>GEO-POLITICAL TREND: North Korea - Disaster waiting to happen?</p> <ul style="list-style-type: none"> Case: Who are the players? What's at stake? Scenarios for a major conflict
LESSON 8 Wednesday 13 July	<p>Research Project progress update and Q&A</p> <p>Emerging Technologies - Opportunities & Risks</p>
LESSON 9 Thursday 14 July	<p>TECHNOLOGICAL TREND: ICT, Cyber Security, Augmented Humanity - Asian perspectives / players</p> <ul style="list-style-type: none"> Video: Defending the Internet; Types of Cyber-Attacks; China's control of the Internet <p>TECHNOLOGICAL TREND: IoT, Artificial Intelligence, Data Analytics, Fintech - Asia is leading the race</p> <ul style="list-style-type: none"> Video: AI & Singularity, "I Robot" Key success factors of Alibaba, Samsung, Ayala
LESSON 10 Tuesday 19 July	<p>TECHNOLOGICAL TREND: Bio-Engineering - Asian perspectives and players</p> <ul style="list-style-type: none"> Video: Singapore's Biopolis; NUS and NUSH; Regenerative Medicine; Synthetic Biology <p>TECHNOLOGICAL TREND: Nanotechnology and New Materials - Asian perspectives and players</p> <ul style="list-style-type: none"> Video: Singapore's Fusionopolis; Moving Atoms; Morph Concept, Location-based Cancer Treatment; Smart Textiles; Human Genome Project, The Strongest Material in the World.
LESSON 11 Wednesday 20 July	<p>TECHNOLOGICAL TREND: New Space Race - Perspectives from Japan, South Korea, and China</p> <ul style="list-style-type: none"> Video: Economics of Space Exploration; Asteroid Mining; Space Travel, Singapore's OSTin <p>SPECIAL TOPICS: Venture Capital / Private Equity in Asia; Risk Mitigation in Asia</p>
LESSON 12 Thursday 21 July	<p>FINAL PRESENTATION</p> <p>Individual Research Diary</p>
Submission (not lesson) 23 July	<p>Final Report</p>

FIELD TRIP: Grand Hyatt Singapore (2 hours) - initiatives to enhance sustainability, customer service and operational efficiencies, and emerging technology's introduction. *Date/Time/ Lesson # to be advised.

GUEST SPEAKER: A team of start-up entrepreneurs (details to be announced)