

# MICRO-CREDENTIAL IN SCENARIO PLANNING: PREPARING SUPPLY CHAIN FOR SURPRISES

LEADING IN UNCERTAINTY: TURNING STRATEGIC  
SURPRISES INTO COMPETITIVE ADVANTAGE

(HRDCORP COURSE SERIES NO: 10001668554)

**Professor Shardul Phadnis**

**Videos are available beginning  
June 1, 2026**

After watching the required videos,  
live sessions are on:

- June 13, 2026
- June 28, 2026
- July 11, 2026
- July 25, 2026

**Course Credits:  
1.5 Credits**



[asb.edu.my/ace](http://asb.edu.my/ace)



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## Course Overview

This highly interactive course is designed to equip leaders with practical scenario planning skills to navigate uncertainty in supply chains.

The course begins with a clear discussion of managerial and organizational biases, challenges of decision-making under uncertainty, and an introduction to scenario planning and its strategic value. Participants learn a systematic approach for scenario creation and engage in hands-on development of customized, decision-relevant scenarios. The course advances to applying scenarios for visioning and stress-testing strategies, assumptions, and risks. It concludes by exploring how organizations monitor the business environment using indicators and strategy dashboards.

The course concludes by understanding scenario planning as a critical leadership tool to build organizational vigilance, adaptability, and resilience embedded into everyday leadership and decision-making practices. The course uses generative artificial intelligence (GenAI) as an important tool for developing scenarios.





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## Course Outline

Session 1: Introduction to Biases of Decision-making under Uncertainty, Scenario Planning

Session 2: Custom Scenario Development: Scenario framework and guidelines

Session 3: Custom Scenario Development (hands-on workshop)

Session 4: Scenario Collateral Development: Narratives, media (GenAI; hands-on workshop)

Session 5: Scenario Application: Frameworks for single and cross-scenario evaluation

Session 6: Scenario Application: Visioning and Stress-Testing (hands-on workshop)

Session 7: Scenario Indicators and Dashboard for Environmental Monitoring

Session 8: Leadership for Uncertain Environments: Building Vigilant Organizations





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## Outcomes that Drive Business Growth

This course will enable you to:



### Display

knowledge of scenario planning through scenario creation and application.



### Create

scenarios to characterize business uncertainty and apply them to creatively identify solutions for making strategic decisions under uncertainty

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### Assessment

1. Continuous Assessment ..... 60%  
(pre-class quizzes and online assignments,  
class participation, reflection exercises)
2. Final Assessment ..... 40%

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### Who Should Take This Course

This course is designed for leaders and professionals who must make high-impact decisions in uncertain, rapidly changing environments, including:

- Senior executives and business unit leaders responsible for strategy, growth, and long-term performance
- Strategy, corporate development, and planning professionals involved in market analysis, investment decisions, and portfolio management
- Innovation, transformation, and digital leaders navigating disruptive and emerging business models
- Risk management and enterprise resilience leaders seeking proactive approaches to uncertainty beyond traditional risk tools
- Entrepreneurs and founders preparing their organizations for multiple possible futures
- High-potential managers and future leaders developing strategic thinking

## Academic Requirements/Prerequisites

The course has no formal prerequisites. However, to gain maximum value, participants should:

- Have basic familiarity with business strategy and organizational decision-making
- Be involved in, or exposed to, strategic planning, growth initiatives, innovation, or risk management
- Be willing to actively participate in hands-on workshops and group discussions

## Duration

The course is delivered over a period of 8 weeks (this includes time for learners to watch videos before the first live session)

## Course Credits

1.5 credit course

## Fees

RM8,500

## Course Structure:

The course will have a total of four live-sessions held on Saturdays and Sundays.

### 1. Video Learning

Before the live-sessions, you will watch short video lectures lasting 20 to 40 minutes and complete assignments to cement your understanding of the videos.

### 2. Live Sessions

The live-sessions are held in hybrid format, beginning with a review of the video lecture, and followed by a discussion of the case of the day.

Live-session dates in table below:

Live-session	Date and Time
First Live-session	Saturday, June 13, 2026 2:30 p.m. – 5:30 p.m. (Malaysia Time)
Second Live-session	Sunday, June 28, 2026 10:00 a.m. – 1:00 p.m. (Malaysia Time)
Third Live-session	Saturday, July 11, 2026 2:30 p.m. – 5:30 p.m. (Malaysia Time)
Fourth Live-session	Saturday, July 25, 2026 2:30 p.m. – 5:30 p.m. (Malaysia Time)



## Faculty



**Dr. Shardul Phadnis** is a Professor of Operations and Supply Chain Management at the Asia School of Business. His research explores the intersection of supply chains and strategic management: (a) how organizations create value by orchestrating supply chain operations and (b) how strategy processes, such as scenario planning, influence the adaptability of supply chain infrastructures and processes. He has advised companies, senior business leaders, and public-sector planners on strategic scenario planning projects in Asia, Europe, and North and South America.

Prof. Shardul's book "Strategic Planning for Dynamic Supply Chains: Preparing for Uncertainty Using Scenarios" (Palgrave Macmillan, 2022) describes first-hand accounts of scenario planning applications in three in-depth cases of strategic/long-range planning in business and governmental planning organisations. His research has been published in elite journals, such as Strategic Management Journal, Academy of Management Perspectives, Technological Forecasting & Social Change, Production and Operations Management, MIT Sloan Management Review, California Management Review, Journal of Business Logistics, and several others.

Prof. Shardul is an Associate Editor of the journal Futures & Foresight Science, and ex-President of the Board of Directors of The Lost Food Project (Malaysia's largest sustainable food bank). He holds a PhD in Engineering Systems from the Massachusetts Institute of Technology.

**RM8,500 or approx USD1,848\***

\*This ACE course is exempt from Malaysian SST for Malaysian participants, as it forms part of ASB's accredited degree program. A 6% SST charge will apply to international participants starting July 1, 2025, as announced by the Royal Malaysian Customs Department.

The ACE courses are:

- Stackable to degrees. They can be combined to gain eligibility to apply for comprehensive qualifications, culminating in the ASB Master of Business Administration (full-time 12 months) or Executive Master of Business Administration degrees (part-time 16 months).
- HRD Corp and STF claimable by eligible Malaysian employers, terms and conditions apply.



**Register now for this course:**

**Asia School of Business, ASB Academic,**  
11 Jalan Dato' Onn, 50480 Kuala Lumpur  
Ministry of Higher Education Malaysia  
Registration No: DU046(W)

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