

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

Leading in Uncertainty: Turning Strategic Surprises into Competitive Advantage

Professor Shardul Phadnis

Videos are available beginning January 4, 2027.

Course Credits:
1.5 Credits

Live sessions are on:

- January 19, 2027
- January 26, 2027
- January 30, 2027
- February 2, 2027
- February 16, 2027
- February 20, 2027
- March 6, 2027
- March 7, 2027



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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.



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.



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.

Assessment

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

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

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

Course Format & Duration

RM8,500 | 1.5 credits | 9-week duration

- Video lectures and assignments available from **January 4, 2027.**
- Hybrid live sessions with lecture reviews and case discussions.

Live-session	Date and Time
First Live Session	Tuesday, January 19, 2027 8:00 PM – 10:00 PM (MYT)
Second Live Session	Tuesday, January 26, 2027 8:00 PM – 10:00 PM (MYT)
Third Live Session	Saturday, January 30, 2027 2:00 PM – 4:00 PM (MYT)
Fourth Live Session	Tuesday, February 2, 2027 8:00 PM – 10:00 PM (MYT)
Fifth Live Session	Tuesday, February 16, 2027 8:00 PM – 10:00 PM (MYT)
Sixth Live Session	Saturday, February 20, 2027 2:00 PM – 4:00 PM (MYT)
Seventh Live Session	Saturday, March 6, 2027 2:00 PM – 4:00 PM (MYT)
Eighth Live Session	Sunday, March 7, 2027 2:00 PM – 4:00 PM (MYT)

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.

His research has been published in leading journals in both disciplines, such as Strategic Management Journal, Academy of Management Perspectives, Technological Forecasting & Social Change, Production and Operations Management, Journal of Business Logistics, MIT Sloan Management Review, and several others. His 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 organizations. Shardul is a member of the editorial board of Futures & Foresight Science and regularly peer-reviews research for leading management journals and academic conferences.

RM8,500 or approx USD1,848

The Royal Malaysian Customs Department has expanded the scope of the Sales and Service Tax (SST) framework to include education services. Under this regulation, a 6% Service Tax applies to education services provided to self-funded non-Malaysian individuals. Education fees that are fully sponsored by an organization are exempt from Service Tax

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
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Ministry of Higher Education Malaysia
Registration No: DU046(W)

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