

Module number 24 – 26 (BW) 27 – 29 (BM) 33 (EB)	Module title Specialised Elective Module: Scenario Thinking Technique – Method & Development		
Code STT	Semester Depends on course pro- gramme	Number of WSH 4	Module offered Changing Catalogue. Details can be found online.
Module coordinator Prof. Dr. Markus Bresin- sky	Tuition type Seminar-style tuition		Module duration 1 Semester
Lecturer Dr. Sebastian Rinelli Prof. Dr. Markus Bresin- sky	Compulsory/Elective Elective		Module language English
Access requirements Course segment 2			
Learning outcomes The qualification goals mentioned below are subdivided into three dimensions. Each dimension corresponds to a target competence level. The following competence levels have been defined: - Competence level 1 (awareness): cursory awareness of simple structures, only previously learned knowledge is tested - Competence level 2 (comprehension): basic understanding of multiple structures up to deeper understanding of the relations between structures, learned knowledge is analysed, combined and applied - Competence level 3 (deep understanding and application): deeper understanding of the relations between structures up to independent transfer and extension of knowledge to new structures, learned knowledge is critically questioned and/or evaluated, interrelations between structures and their consequences are reflected and explained The competence level of the respective qualification goal is represented by the corresponding number (1, 2 or 3) in the competence descriptions below. On completing the module the students will have achieved the following learning outcomes on the basis of scientific methods: <u>Subject skills</u> - Understand the requirements of scenario thinking for decision-making (3). - Know how to identify drivers and trends for scenario development (3). <u>Method skills</u> - Know how to develop and analyse simple scenarios (3). - Know how to use a software tool to develop and analyse scenarios (2). - Know how to document and log results on e-learning platform (2). - Know how to use digital collaboration tools (2).			

Social skills

- Know how to present results to plenum and work groups (3).
- Know how to collaborate with virtual teams in an international work environment (3).

Personal skills

- Improve English conversation, reading and writing (3).

Content

Effective management and leadership are often based on assumptions about possible future developments. In strategic foresight, scenario thinking plays a crucial role, providing decision-making support with tools to address complexity and uncertainty.

Preparing sound scenarios for decision support requires a method-based approach. This course introduces students to scenario thinking and offers an opportunity to create scenarios on a real-world topic. Students will learn how to develop simple scenarios and use scenario development software for complex environments.

Because management in a globalised world is multinational in scope and objectives, the course will be conducted in cooperation with students from OTH Regensburg's international partner institutions.

For this term, students will develop scenarios focusing on Libya as well as the Russian Shadow Fleet. Since 2011, Libya has been a context affected by protracted political crises, fragility, and intense geo-strategic competition. Shadow Fleets, on the other hand, have become a pressing topic on the global policy stage more recently. Since it's full-scale invasion of Ukraine in 2022, Russia has built a massive fleet of often substandard vessels with opaque ownership structures designed to circumvent Western sanctions. Today, one in five tankers of the global fleet are belonging to the shadow fleet, challenging international rules-based order, peace, and safe, open seas. **The course will be taught online.**

Course Structure:

- Administration & organization; introduction
- Understanding the subject matter
- Introduction to the scenario development tool
- Developing a work plan and research design
- Group work and plenary discussions
- Presentation

Literature

Required reading

-

Recommended reading

Scenario Wizard Introduction and free download: http://www.cross-impact.de/english/CIB_e_ScW.htm

Bishop, P., Hines, A., & Collins, T. (2007). The current state of scenario development: an overview of techniques. *Foresight*, 9(1), 5-25.

Bradfield, R., Wright, G., Burt, G., Cairns, G. and Van Der Heijden, K. 2005. The origins and evolution of scenario techniques in long range business planning. *Futures*. 37(8), pp.795-812.

Cordova-Pozo, K. and Rouwette, E.A.J.A. 2023. Types of scenario planning and their effectiveness: A review of reviews. *Futures*. 149(2023), pp.1-19.

Gall, T., Vallet, F. and Yannou, B. 2022. How to visualise futures studies concepts: Revision of the futures cone. *Futures*. 143(2022), pp.1-13.

Green, K.C. and Armstrong, J.S. 2007. Structured analogies for forecasting. *International Journal of Forecasting*. 23(3), pp.365-376.

Pherson, R.H. and Heuer Jr., R.J. 2021. *Structured Analytic Techniques for Intelligence Analysis*. 3rd ed. Thousand Oaks: SAGE Publications.

Schwartz, P. 1996. *The Art of the Long View: Planning for the Future in an Uncertain World*. New York: Currency.

Sharpe, B., & Heijden, K. V. D. (2007). Scenarios for success: Turning insights into action. In B. Sharpe & K. Van der Heijden (Eds.), Chichester, West Sussex: John Wiley & Sons Ltd.

Spaniol, M.J. and Rowland, N.J. 2018. Defining Scenario. *Futures & Foresight Science*. 1(1), pp.1-13.

Spaniol, M.J. And Rowland, N.J. 2023. AI-assisted scenario generation for strategic planning. *Futures & Foresight Science*. 5(2), pp.1-10.

Van der Heijden, K. 2005. *Scenarios: The Art of Strategic Conversation*. 2nd ed. Chichester: Wiley-Blackwell.

Wack, P. 1985. Scenarios: Uncharted Waters Ahead. *Harvard Business Review*. 63(5), pp.73-89.

Weimer-Jehle, W. (2023). Cross-impact balances (CIB) for scenario analysis: Fundamentals and implementation. Springer Nature Switzerland. <https://doi.org/10.1007/978-3-031-27230-1>

Teaching and learning methods

Seminar-style tuition; **online**;

Symposium, research-based project

Group work

Digital learning and teaching techniques are applied: e-learning platform, collaboration and conference software.

Type of examination/Requirements for the award of credit points

Presentation and scenario paper (English) 1500 words

Other information

Max. 30 students (circa 15 IRM, circa 15 BW/BM/EB)

Registration necessary. Details can be found in ELO.

Lecture Times: Will be released in the schedule.

Reading of literature, scientific working style, and self-commitment to work groups is mandatory!

Please download free software 'Scenario Wizard' or register for online version here: <https://t1p.de/2kzlj>

ECTS-Credits

5

Gesamtarbeitsaufwand

150 Stunden

Kontakt/Präsenzzeit: 60 h

Studentische Eigenarbeit: 90 h

Gewichtung der Note in der Gesamtnote

5