

Art Kleiner

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My home page: <http://www.artkleiner.com>

Class Syllabus: H79.2297.01 Future of the Information Infrastructure

Class Blog: <http://itp.nyu.edu/classes/future>

Fall 2011

This is an in-depth course, with much of the "work" done during class time, a shared weblog on which much of our deliberation will be recorded, three short written assignments, and one presentation to the general public.

All class sessions meet from 3:30 PM-6 PM on Friday unless agreed otherwise.

Schedule

Friday, Sept 9: *Intros & definition of our purpose.*

Assignment for Sept 24: Come up with an example of a driving force.

Friday, Sept 16: **No class. Instructor away.**

Friday, Sept 23: *Double class – or single class with small-group consultation.*

Driving Forces; overview of the first two assignments.. Introduction to research paper assignment.

Friday, Sept 30: *Driving forces.*

Friday, Oct 7: *Driving forces. Research paper reports.*

Friday, Oct 14: *Research paper reports.*

Friday, Oct 21: *Research paper reports.*

Due: Assignment 1: Written research papers.

Friday, Oct 28: *Scenario distillation. Division into working groups.*

Friday, Nov 4: *Scenarios. In-depth sessions with working groups.*

Friday, Nov 11: *Scenarios. In-depth sessions with working groups.*

Friday, Nov 18: *Scenarios. In-depth sessions with working groups.*

Friday, Nov 25: *Thanksgiving. No class.*

Friday, Dec 2: *Scenarios. In-depth sessions with working groups.*

Friday, Dec 9: *Due: Assignment 3 (Strategic decision paper.) Last day of class. Indicators and ramifications.*

To be scheduled finals week: Final presentation and post-presentation meeting

Assignments:

1. Due Oct 21: Driving force research paper.

A *driving force* is a trend or factor, operating in the world today, which will influence the way the future evolves over the next 5-15 years.

This paper should identify and explore a Critical Uncertainty: Some trend or chain of events whose outcome is uncertain, but no matter what happens, it will be highly significant to the future we care about. No more than 1200 words. The key point of this assignment: Can you digest and assimilate knowledge to get to the "heart of the matter" for the rest of us?

We will discuss your ideas for a driving force paper in the double session Sept 23.

2. Last week of class: Participating in the final presentation.

3. Due at end of semester: Strategic decision paper:

A brief letter describing one decision that you (or someone else) is about to make and how it would be robust in all the scenarios we have considered.

Other aspects of the course:

Guests: From time to time guests may join the class and take part in our scenario work. They will make brief presentations, but the point is to get them involved in participating with us.

Books: *The Art of the Long View*, by Peter Schwartz. Everyone in the course should have this book. We will follow the method described in this book.

The Age of Heretics, by Art Kleiner (Jossey-Bass edition). Tells the story of scenario planning.

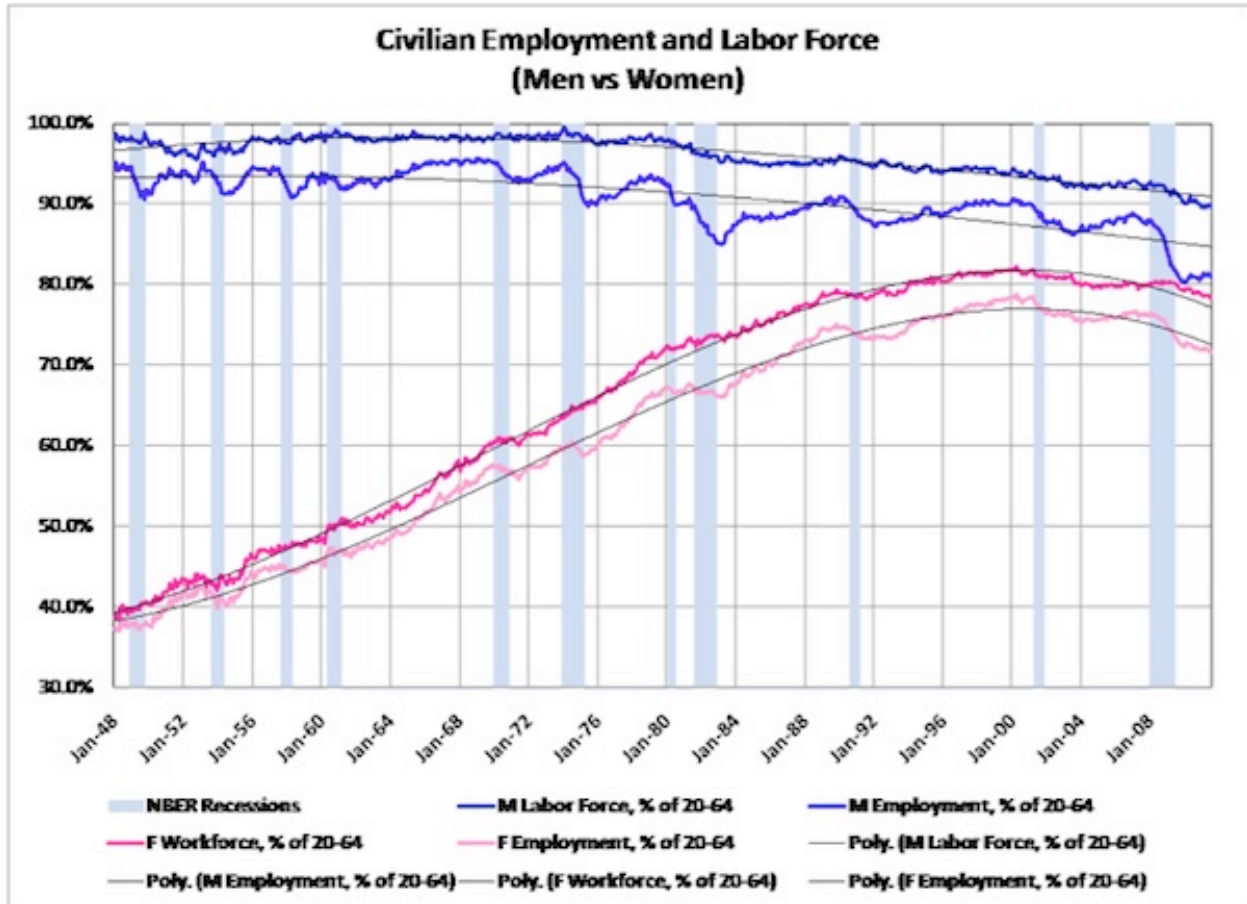
Other readings will be circulated, by me or others, as they are needed. As we get into our work, you may stumble across articles which would educate everyone. I will photocopy and distribute these, but please be sparing of our time. The point of the course is to judge and digest a huge amount of material, to reach a meaningful result, and we must always guard against overload.

Web use/weblog: All students will be given access to the class weblog; All assignments get posted there as new entries.

In addition, the weblog will be used to compile our ongoing record of Driving Forces.

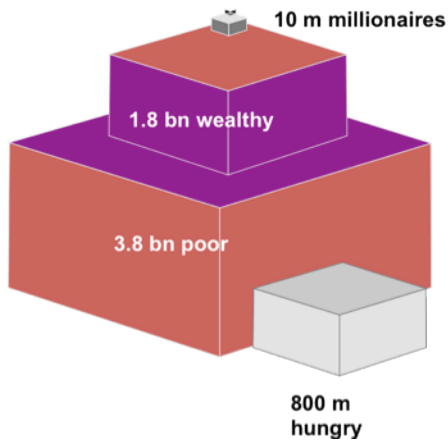
Class give and take: Remember to listen as much as to talk. Conversational give-and-take dominates the room, but please do not interrupt others. We will aim to develop a collective understanding...

Examples of driving forces

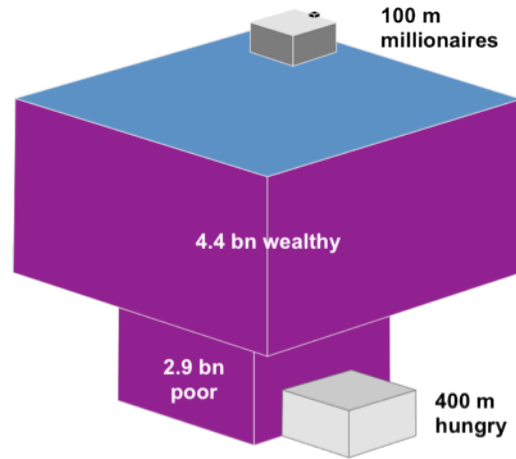


Source: Rob Arnott, Research Affiliates, quoted by John Mauldin, http://www.investorsinsight.com/blogs/thoughts_from_the_frontline/archive/2011/09/04/it-s-all-about-the-jobs-and-gold.aspx

World Economy 2007

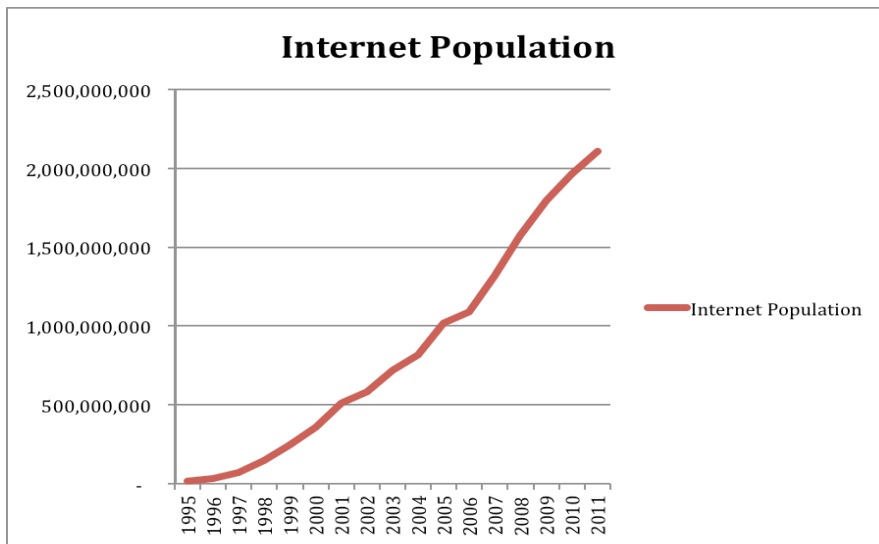


World Economy 2030



Caption: Projections of changes in purchasing power suggest that the population of wealthy people – people in a consumer society, not bound by the needs of subsistence – will rise by about 3 billion over the next 20 years.

Source: Booz & Company



Source: Internet World Stats, Miniwatts Marketing Group, <http://www.internetworldstats.com/emarketing.htm>