

# DMA

DELHI MANAGEMENT ASSOCIATION

*Presents*

WORKSHOP  
on  
LEADING ORGANIZATIONS  
IN  
TURBULENT TIMES



16<sup>th</sup> February, 2018  
India Habitat Centre, Lodhi Road, New Delhi

## **Programme Overview**

The art and science of managing a business is often dependent on the context in which the business is run. The challenges of managing a large business are quite different from managing a small business. The one thing that all businesses have in common is that they all face turbulent times at some point or another during their lifespan. How a business is managed during these times can determine whether or not it emerges stronger from these challenges, or sinks.

Turbulence is caused by many things and each of these elements or factors provide its own set of challenges and need to be seen and addressed differently. Some are internal in origin others are external. Strategic decisions can cause significant turbulence within and outside the organization. Some of these, for example, are M&A activities, plans for rapid growth; decisions to enter new markets or segments, decisions to change technology etc.; when business starts to go down, and needs to be revived and, external factors, like changes in government policy (demonetization, GST etc). The question that begs to be answered is – what do you do as a manager, and as a leader? This is the time for great managers to rise to the occasion, and shepherd their organizations out of these times, and to hopefully make them stronger.

## **Objectives**

This workshop is aimed at providing the participant with a good understanding of different forces that can affect an organization or business. What to do and expect during such times, and to provide them with the basic tools to manage such situations.

## **Coverage**

- What is a turbulent time, and what are the possible forces that act on an organization
- Turbulence due to internal factors like:
  - Change in strategic direction
  - Labour issues
  - Mergers & Acquisitions
  - Change in leadership structures etc
  - Business downturn
- Turbulence due to market linked changes, like:
  - Change in technology driven by a competitor (classic cases like the Walkman, iPod)
  - New media. The social media, which has had a massive influence on viewership and choices
- Turbulence due to other external factors, like:
  - Taxation (GST), or other government policies
  - Changes in consumer's view on what is important. For example, people who buy from companies that are environmentally or socially conscious
  - Accounting laws, and standards (e.g., after Lehmans etc)

## **Sessions**

The various thought provoking sessions are aimed at giving an understanding of the impact on various aspects of the organization, and how these can be tackled.

### **Inaugural Session: Role of Leadership in Turbulent Times – from the CEO Prospective**

CEO's prospective on turbulence, what changes it can have on an organization, the various factors that can cause turbulence and broad leadership challenges

#### **Session I: Organizational Culture & People**

What is the impact of turbulence on the organization? What kinds of conflicts and issues could possibly arise? Are there structural issues to be managed? How do you motivate employees during these times?

#### **Session II: Stakeholder Communication**

Why is this vital? What can happen if this is not handled well. What are the internal and external communication challenges, and how should these be managed? Why, and how, are employees vital in building the image of the organization.

#### **Session III: Organizational Processes**

How do organizations processes impact, or cause turbulence? This is an often over looked issue, and can be the cause of much turmoil in an organization. What is the financial / reputation impact on processes / compliances that are misused / manipulated?

#### **Session IV: Experts View Point**

Experts from various disciplines will discuss how turbulence impacts the various functions of an organization and how to manage a successful transition.

## **Who Should Attend**

- Middle management, preparing for a transition to senior leadership positions
- Sales Managers
- Finance Managers
- Factory Managers
- HR & Industrial Relation Managers
- Communication Heads

## **Key Takeaways**

Through the various thought provoking sessions, the participants have a good overview of various factors that can cause turbulence in an organization and the confidence to handle and manage situations if they so arise.

## **Programme Facilitator**



### **Rajiv Chopra**

Founder

Aranya Advisory & Media Service

Rajiv Chopra is a graduate of IIT Kharagpur, and IIM Bangalore. Mr. Chopra is the Founder of Aranya Advisory & Media Services, a business advisory firm that focuses on small to medium sized enterprises. Sector wise, the prime areas of focus are in the Health/ Nutrition areas as well as sustainable travel.

He has a vast experience of more than two decades in the corporate sector, especially in the Steel, Food & Health Industry and was the India President with DSM, a Dutch multinational. Mr. Chopra has handled situations of business turbulence in the corporate sector throughout his career in India, China and Singapore.

## **Eminent Speakers**

To be announced soon...

## Administrative Details

Date : 16<sup>th</sup>February 2018 (Friday)  
Registration : 9.30 a.m.  
Programme timing : 10:00 a.m. to 5.00 p.m.  
Venue : India Habitat Centre, Lodi Road, New Delhi

## Participation Fee: (per participant)

**Rs. 4,000/-** per head for members of DMA/AIMA and LMAs

**Rs. 5,500/-** per head for non-members

**Plus 18% GST**

**DMA GST No.07AAATD0225CSD1ZJ**

(Participation Fee is inclusive of lunch, reading material and other expenses). Cheque/DD should be drawn in favour of **Delhi Management Association**. Once the registration of a nominee is confirmed and he or she is unable to attend the programme, the fee is non-refundable. However, participation by a substitute for the programme shall be allowed.

Each participant will be awarded a certificate of participation at the end of the course.

*Please fill in the registration form and send it to:*

**Ms. Jennifer Stanley**  
Programme Executive

**Delhi Management Association**

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