



# Managing in the VUCA World Amplified by COVID-19

October 25-28, 2021

Programme Co-ordinator: Prof. SN Biswas

## Scope

During the early 1990s, when the US army was operating in Afghanistan and Iraq, they came up with an interesting Indian sounding acronym called VUCA, which stands for Vulnerability, Uncertainty, Complexity and Ambiguity. It essentially suggested that the age-old wisdom of developing a long-term strategy and rules to deal with changing conditions. The rapid changes require more flexibility and greater autonomy for innovation on the ground for the organization to survive and grow. The world was aware that significant changes occur due to the quantum jump in information and communication technology. However, few were prepared for a situation that would accelerate the pace of change and force human beings to find alternative ways to face the challenges posed by COVID-19. Organizational research during CoVid19 has revealed many interesting facts. Because of ICT, information flowed at a tremendous velocity, which also shaped public response. However, it was found that negative information (including the blatantly fake ones) had twice as much impact as positive information. It has implications for communication within and outside the organization. People experienced uncertainty regarding their future, corroborated by economic policy uncertainty highlighted by newspapers and social media. Social media chats on economic uncertainty, which led to a rise in subjective uncertainty. This programme is designed to help organizational and institutional leaders manage challenges posed by volatility, uncertainty, complexity and ambiguity in our world, particularly in the Indian context. The pandemic saw many small businesses closing down and the unprecedented migration of the unorganized sector workers back to their rural roots. Some may see this as a challenge worth taking up as it provides the opportunity to leverage the skills of these back to roots people for rural development.

## Objectives

- ◆ Develop an appreciation for the volatile, uncertain, complex, and ambiguous environment and nature of the present crisis

- ◆ To help participants to gain a deep understanding of the perspectives of different stakeholders
- ◆ Understanding the vulnerability to a crisis of various segments of the population
- ◆ Developing agility and innovativeness in a crisis

### **Contents**

- ◆ The Nature of VUCA World
- ◆ Impact of COVID-19 on the Human Psyche
- ◆ Dealing with Volatility, Uncertainty, Complexity, and Ambiguity
- ◆ Environmental Demands and a Definition of Crisis
- ◆ Identify and Understand your Stakeholders and Intervention Strategies
- ◆ Innovation and Creativity Lessons from the CoVid19 Crisis
- ◆ Developing Organizational Resilience (Anticipation, Coping, and Adaptation)
- ◆ Adoption of Competition Strategy to Meet the Challenges
- ◆ Bringing Authenticity to Leadership Action
- ◆ VUCA in Action (Futuristic and Ethical Issues)

### **Pedagogy**

Sessions will be conducted using the experiential learning method (e.g., case discussions, simulation exercises) and discussions.

### **Who Should Attend**

This programme is meant for senior managers who are involved in strategic decision making in the organization. The designation is immaterial here; people holding jobs that essentially involve strategic decisions in any organization's function are the intended group.

### **Programme Fee**

This is a 4-day online programme and the programme fee is INR 22,656/- (inclusive of 18% GST) per person. The fee should be paid in advance through NEFT/RTGS.

### **Delivery in Virtual Mode**

The sessions will be scheduled on an online platform. Participants are required to have access to a personal computer/laptop with stable internet connection and a webcam to access the sessions.

***Deadline for Confirmation of Participation: October 10, 2021***

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