Management 411 – Turnaround Management

CLASS MEETS:
Saturday, April 06, 2013 9-12 pm 2-4 pm 5 hrs
Saturday, April 20, 2013 9-12 pm 2-4 pm 5 hrs

INSTRUCTOR: Kenneth McGuire
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TEXT(s):
1. Corporate Turnaround: How Managers Turn Losers into Winners
   By: Donald B. Bibeault; Copyright 1999

2. Harvard Business Review on Turnarounds

3. The Six Month Fix: Adventures in Rescuing Failing Companies
   By Gary Sutton; Copyright 2002 (OPTIONAL)

COURSE DESCRIPTION
This course will teach students how to evaluate the financial performance of a company,
identify opportunities for improvement, propose real solutions to enhance performance,
and most important inspire action in staff. This two day elective course is design to
expose you to the major components of a corporate turnaround.

COURSE EVALUATION
This is not a graded course. It is Pass/No Pass. Students will be required to attend all
class sessions to obtain credit for the course. Students are expected to have read the
assigned reading for each class in advance and be fully prepared to participate in class
discussion. The following two assignments will be due at the beginning of the class
session:

Financial Analysis Assignment (Due Saturday April 6th)
Turnaround Group Project (Due Saturday April 20th)
COURSE SCHEDULE

Saturday, April 06, 2013 9-12 n 2-4 pm 5 hrs

Reading Assignment:
- Corporate Turnaround: Chapters 1 – 12;
- The Six Month Fix: Chapter 1 - 3
- HBR: Saving Money Savings Lives
- HBR: Waking Up IBM: How a Gang of Unlikely Rebels Transformed Big Blue
- HBR: Changing the Way We Change; The Tough Work of Turning Around a Team; Cracking the Code of Change

Discussion Topics:
- Business Performance Evaluation: Income Statement/ Balance Sheet Analysis; Peer Comparison and Market Position Assessment
- Why do companies fail or enter a declining period?
- Extracting information from internal and external sources
- Technology and Competing on Analytics
- The Stages of a Corporate Turnaround
  - Case Study Discussion HBR: Waking Up IBM: How a Gang of Unlikely Rebels Transformed Big Blue
- Assessing Leadership and Measuring Employee Engagement
- The Stages of the People Turnaround Process
  - Case Study Discussion HBR: Changing the Way We Change; The Tough Work of Turning Around a Team; Cracking the Code of Change
Reading Assignment:
Corporate Turnaround: Chapters 13 – 21;
The Six Month Fix: Chapter 4 - 34
HBR: Turning Goals into Results
HBR: Harley’s Leadership U turn

Discussion Topics:
• Identifying Opportunities for Improvement
• Developing Strategy
• Managing Risk: Reverse Engineering
• Corporate Communications and Brand Management
• Sales and Marketing Reinvention
• Maintaining Excellence: Now that you have completed the turnaround, what is next?

Group Presentations

Final Thoughts, Recommendations, and Questions