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# Managing A Turnaround

This 4 day programme (with the last day being an optional workshop day) provides participants with an insight into the various stages and processes of turnaround management.

## Dates

18 - 22 October 2004 (Johannesburg)

## Managing a Turnaround

Definition, stages of a turnaround, rapid appraisal and detailed analysis, recovery plan development and implementation are covered. The management, financial, legal, marketing, internal and external; political and human considerations are evaluated in depth. Case studies from successful South African turnarounds are presented by the persons who led those turnarounds.

## The Programme Outline

- How turnarounds differ from "normal" management
- Typical stages of a turnaround
- Rapid appraisal of a situation, crisis management and emergency actions
- Stabilisation
- Detailed analysis and recovery plan development
- Rehabilitation or "return to normal"
- Legal aspects of a turnaround
- Financial aspects
- Managing working capital
- Internal and external political considerations
- Change management
- Human resource leadership in a turnaround
- Managing stakeholders
- Early warning signals
- Lessons from bitter experience
- Case studies from private sector, parastatal and government

## Who Should Attend?

The programme is designed for all those individuals, CEOs and managers currently involved in or likely to be confronted with

turnaround situations or teaching relevant subjects.

## **Fee**

The fee is R11 900 which includes tuition, instruction material, workbook, refreshments and lunches.

In case of cancellation or transfer, a supplementary fee of R1 000 (for administration expenses) will be levied. Should written notice of any cancellation be received not later than three weeks prior to the commencement of the course this charge will be waived.

There will be a 50% retention fee on all cancellations made within two weeks of the commencement date.

## **Guest Speakers**

Ntombi Langa-Royds, Nhtake Consultants Peter Flack, FRM  
Themba September, Corporate Renewal Partners George Masha,  
NUM Trevor Volek, NF Die Casting John Evans, Deloitte &  
Touche

## **Prof Neil Harvey**

B.Com, B.Com (Hons), MBA, FCMA Course Convenor

Neil teaches Strategic Management to graduate students at Rhodes University, Grahamstown. His areas of special interest are strategic turnaround management and international management. He has held top management positions with the South African Breweries, Wolverine World Wide in the USA (Hush Puppies, Cat, Merrell Footwear etc.) and Anglo American Industrial Corporation. He has published a series of turnaround case studies and articles in Professional Management Review magazine and has written a private paper for the Special Co-ordinator for Africa and the Less Developed Countries at the United Nations.

He has lectured by invitation at universities and business schools in South Africa and the USA.

Neil has led fourteen successful turnarounds as a line manager in Africa, Europe and the USA. His consulting assignments include work for Anglo American, SA Breweries, Transnet and HJ Heinz in the USA.

## **Mr Frans Van Heerden**

B.Admin, B.Com (Hons), M.Com

Frans worked for a number of business organisations over a period of 27 years. During this time he held positions in General Management, Marketing and Human Resources. He was also employed as a Consultant and lecturer on a full- and part-time basis.

and has taught at diploma, undergraduate and postgraduate level.

His practical experience was gained in major South African companies including Anglo American Corporation, SAB and PE Consulting. He assumed responsibility for the strategy process in number of organisations and consulted in areas such as quality, sales, business process re-engineering and enterprise resource planning. He also managed the largest management development intervention ever undertaken in South Africa.

Internationally he gained valuable experience whilst working in the Netherlands, USA and Africa.

His current interest is in the field of business strategy, human resources development and organisation renewal. He is currently reading for his doctorate in the field of applied business strategy.

### **Enquiries**

For more information contact the Programme Manager, Anne Badcock on (011) 717-3573.

[Email Programme Manager](#)

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