



**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE**

**GRADUATE SCHOOL OF BUSINESS**

**MASTER OF BUSINESS ADMINISTRATION IN STRATEGIC MANAGEMENT**

**CORPORATE RESTRUCTURING AND TURNAROUND MANAGEMENT**

**SMB 5303**

**Main Examination**

**OCTOBER 2016**

This examination paper consists of 2 pages

**Time Allowed: 3 hours**

**Total Marks: 100**

**Special Requirements: None**

**INSTRUCTION TO CANDIDATES**

1. Answer and any four questions.

**INFORMATION FOR CANDIDATES**

1. All questions carry equal [25] marks.
2. Questions can be answered in any order.
3. Credit will be awarded for appropriate use of examples

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### **QUESTION 1**

You have been appointed the turnaround strategist for an organisation in decline. What would you do in the Business Restructuring Stage of the turnaround process in terms of objectives, sales and marketing, personnel and human resources, manufacturing and production operations, and organisation? **[25 marks]**

### **QUESTION 2**

As a turnaround practitioner, what strategies would you use to improve a distressed company's cash position? **[25 marks]**

### **QUESTION 3**

The vast majority of Zimbabwe's state-owned enterprises (parastatals) are in turnaround mode, but few are showing any signs of success. Why are turnaround efforts in Zimbabwe's parastatals not succeeding? **[25 marks]**

### **QUESTION 4**

'Communication is the lifeblood of a turnaround programme.' Debate this statement. **[25 marks]**

### **QUESTION 5**

'Good leadership is critical to the success of any turnaround effort.' Evaluate this statement. **[25 marks]**

### **QUESTION 6**

Research has shown that only a very small percentage of turnaround efforts ever succeed. Using examples, discuss why turnaround efforts fail. **[25 marks]**

**END OF EXAMINATION PAPER**