ABSTRACT AND KEY WORDS

The present study attempts to evaluate the factors that determine turnarounds in Public Sector Enterprises of Kerala. The study isolated the turnaround responses and turnaround contexts that significantly contribute to turnaround. The significant responses that determine turnaround are professional management, strategic focus with owner/Government support, reorientation leading to customer focus, strong Board with a turnaround focus, resisting interference through sound personnel policies, disciplining and co-opting staff in decision making, focusing on core business with sound working capital management and management’s ability to bring the government to subscribe to the vision and mission of the organization. The context factors considered under the present study were the perception of top management regarding the dominant causes of sickness, the likely turnaround triggers and the role of stakeholders. It was found that the increased perception regarding the causes of sickness such as inadequate finance/improper financial management, project management deficiencies, management handicapped with unruly labour & scarce materials, and status of a government department significantly influence the turnaround outcome. The significant Trigger that contributes to turnaround was market-driven leadership change. The Stakeholders who significantly determine turnaround were Central Government agency in tie up with financial institutions and State government agency with its own fund. Again, it was found that context factors can significantly influence the turnaround responses, indicating that turnaround responses depend on the context within which they were undertaken. The evidence also pointed out many inter-relationships existing among the context factors signifying the extent of dependence of one factor over another. The study has also given a list of problems encountered by the Top Management during the turnaround attempt.

Key Words

Turnaround Management, Turnaround Response, Turnaround Context, Triggers, Sickness, Public Sector Enterprises, SLPEs.