

RUDE AWAKENING

The GM logo, consisting of the letters "GM" in a bold, sans-serif font, is centered within a square border. A horizontal line is positioned directly beneath the letters.

GM

**The Rise, Fall, and
Struggle for Recovery of
General Motors**

MARYANN KELLER

Rude Awakening General Motors In The 1980s

**Daniel B. Cornfield, Karen
Campbell, Holly J. McCammon**



Rude Awakening General Motors In The 1980s:

Rude Awakening Maryann Keller,1990 Drawing on the experience of hundreds of past and present GM insiders filled with intrigue and humor dramatic moments and vivid personalities top industry analyst Maryann Keller brings her hardhitting insight to the once unparalleled leader of an industry General Motors *General Motors: Life Inside the Factory* Richard Thomas Gall,2011-01-04 This book portrays life inside a General Motors factory in the 1970s Have you ever wondered why or how the lazy hourly workers came to be that way This myth is debunked throughout the book Anyone who has ever worked hourly for General Motors the big three or any large manufacturing company will enjoy the experiences provided in this book They will find themselves reminiscing in the past about their own work experiences Anyone who has had a close relative that worked in a factory will want to read this book to get a feel of what their loved ones went through while earning a living The book comes to the stunning conclusion that General Motors top executives wasted a tremendous amount of human resources over the years They looked down upon the factory workers and treated them as if they were disposable employees They never attempted to tap into the vast and almost incalculable amount of brainpower available because they simply dismissed their classification hourly worker as useless They treated them as if they were the source of all of their problems They never even considered that with four hundred thousand hourly employees they might have had the resources right in front of them to help in solving the vast and complex problems that exist in the every day world of work In todays competitive manufacturing environment Lean Manufacturing has stepped into the forefront for improvement One of the two pillars of Lean manufacturing is respect for the worker If youre an executive leader manager or a student of lean youll want to read this book to see how not to do it One theory of management says that if you dont like what you see around you go look in a mirror first because your workforce is a reflection of your thinking and actions The Struggle for Control of the Modern Corporation Robert F. Freeland,2001 Winner of the 2005 Business History Review Newcomen Award for best book in business history The Struggle for Control of the Modern Corporation provides a fascinating historical overview of decision making and political struggle within one of America s largest and most important corporations Drawing on primary historical material Robert Freeland examines the changes in General Motors organization between the years 1924 and 1970 He takes issue with the well known argument of business historian Alfred Chandler and economist Oliver Williamson who contend that GM s multidivisional corporate structure emerged and survived because it was more efficient than alternative forms of organization This book illustrates that for most of its history GM intentionally violated the fundamental axioms of efficient organization put forth by these analysts It did so in order to create cooperation and managerial consent to corporate policies Freeland uses the GM case to re examine existing theories of corporate governance arguing that the decentralized organizational structure advocated by efficiency theorists may actually undermine cooperation and thus foster organizational decline Demolition Means Progress Andrew R. Highsmith,2016-12-30 Flint Michigan is widely seen as Detroit s Detroit

the perfect embodiment of a ruined industrial economy and a shattered American dream In this deeply researched book Andrew Highsmith gives us the first full scale history of Flint showing that the Vehicle City has always seen demolition as a tool of progress During the 1930s officials hoped to renew the city by remaking its public schools into racially segregated community centers After the war federal officials and developers sought to strengthen the region by building subdivisions in Flint s segregated suburbs while GM executives and municipal officials demolished urban factories and rebuilt them outside the city City leaders later launched a plan to replace black neighborhoods with a freeway and new factories Each of these campaigns Highsmith argues yielded an ever more impoverished city and a more racially divided metropolis By intertwining histories of racial segregation mass suburbanization and industrial decline Highsmith gives us a deeply unsettling look at urban industrial America

Comeback Paul Ingrassia, Joseph B. White, 2013-05-14 In Comeback Pulitzer Prize winners Paul Ingrassia and Joseph B White take us to the boardrooms the executive offices and the shop floors of the auto business to reconstruct in riveting detail how America s premier industry stumbled fell and picked itself up again The story begins in 1982 when Honda started building cars in Marysville Ohio and the entire U S car industry seemed to be on the brink of extinction It ends just over a decade later with a remarkable turn of the tables as Japan s car industry falters and America s Big Three emerge as formidable global competitors Comeback is a story propelled by larger than life characters Lee Iacocca Henry Ford II Don Petersen Roger Smith among many others and their greed pride and sheer refusal to face facts But it is also a story full of dedicated unlikely heroes who struggled to make the Big Three change before it was too late

The Automobile in American History and Culture Michael L. Berger, 2001-07-30 This comprehensive reference guide reviews the literature concerning the impact of the automobile on American social economic and political history Covering the complete history of the automobile to date twelve chapters of bibliographic essays describe the important works in a series of related topics and provide broad thematic contexts This work includes general histories of the automobile the industry it spawned and labor management relations as well as biographies of famous automotive personalities Focusing on books concerned with various social aspects chapters discuss such issues as the car s influence on family life youth women the elderly minorities literature and leisure and recreation Berger has also included works that investigate the government s role in aiding and regulating the automobile with sections on roads and highways safety and pollution The guide concludes with an overview of reference works and periodicals in the field and a description of selected research collections The Automobile in American History and Culture provides a resource with which to examine the entire field and its structure Popular culture scholars and enthusiasts involved in automotive research will appreciate the extensive scope of this reference Cross referenced throughout it will serve as a valuable research tool

International Directory of Company Histories Jay P. Pederson, 2000-11 Multi volume major reference work bringing together histories of companies that are a leading influence in a particular industry or geographic location For students job candidates business executives historians and investors

Strategy Safari Henry Mintzberg, Bruce W. Ahlstrand, Bruce Ahlstrand, Joseph Lampel, 2005-06-06 This indispensable guide for the creative manager takes readers on a powerful comprehensive and illuminating tour through the fields of strategic management The result is a brilliant penetrating primer on business strategy that is at the same time immensely readable and fun

Machine that Changed the World James P. Womack, Daniel T. Jones, Daniel Roos, 1990 Draws conclusions for the future of the industry in the USA

Learning From the Links David K. Hurst, 2010-05-11 For the first time a seasoned business executive and avid golfer combines these two passions to explore what makes for top performance in each field Management consultant David K Hurst explores compelling links relating the two activities to explain clearly what every manager who plays golf may feel only intuitively that there is a deep systemic connection between them For on the tee as in the boardroom a player can't just hit and hope he or she must continually think ahead contemplate multiple scenarios and consider the downside of every decision And then everything depends on execution In *Learning from the Links* Hurst clarifies muddled thinking in both management and golf he deals squarely with the challenge of implementing a game plan and seeing it through Hurst takes to task the current head down instructional model used to teach golf and management He addresses the huge gulf between knowing what to do in a given situation and knowing how to do it This chasm is an ever present hazard both on the course and in an organization it keeps people from solving their problems and achieving their goals By examining golfers and managers struggles for improvement Hurst shows us why complex systems are so hard to change and how to set about changing them systematically Using the latest thinking from fields as diverse as neuroscience artificial intelligence art and anthropology Hurst's primary purpose is to help his readers make sense of their own experience to help them learn more effectively His practical advice is profusely illustrated with examples from both golf and management allowing the reader to move back and forth between his or her experiences in both activities Part business management book part strategy guide these are more than just lessons for one's game or one's office these are lessons for life

The Web of Inclusion Sally Helgesen, 2005-12 The author has devised the phrase webs of inclusion to refer to integrated and organic organisations which are effective because management puts itself in the center rather than at the top and the lines of communication are open and diffuse This new way to look at the internal structures of business has generated a great deal of interest and the phrase webs of inclusion has become part of the organisational lexicon This clearly written book describes the web in operation and shows how the web can be weaved

Psychoanalysis and Management Michael Hofmann, Monika List, 2013-11-11 Managers are confronted with many difficult demands which are still unknown to them Gaining a better knowledge for unconscious ways of human behavior and their motivations is very important This book introduces research work to European readers by selected contributions from leading psychoanalytically oriented management theorists and clinicians The authors deal with different topics such as leadership corporate culture family business organizational stress career dynamics and so on All of them try to win an understanding and insight into conscious

unconscious rational and irrational behavior The purpose of this book is fulfilled if this knowledge can be practiced in order to achieve improvements for the cooperation between people in general *Where the Road and the Sky Collide* K. T. Berger,2013-11-26 In an age where there are 140 million registered automobiles in the United States the author of *Zen Driving* explores the car driver phenomenon and discusses urban air pollution and other issues *The American Corporation Today* Carl Kaysen,1996 Here is the American corporation from every angle its postwar history its relation to the law its financing its impact on technological innovation its role as employer and as political force and much more The contributors all of whom are recognized experts in their fields not only tackle many of the same key areas that the contributors to Mason s classic study looked at but they also illuminate issues that have only arisen in recent years

Psychoanalytic Perspectives on a Turbulent World Halina Brunning,Mario Perini,2018-05-08 This article is intended to contribute to our understanding of the December 2001 collapse of Enron The existing literature on Enron s demise falls largely into two broad areas involving either micro psychological explanations or macro accounts that emphasize the workplace and its environment this paper is an exploratory study that focuses on a new interpretation which links the two areas more closely together It is proposed that Enron s culture was influenced by both micro and macro factors an experience of unsuccessful paternal authority figures within the family history of Enron s leaders coupled with an experience of problematic government and regulatory regimes associated with the gas industry Drawing on concepts from psychoanalysis and its application to organizational dynamics it is argued that these micro and macro factors helped to generate an Oedipal mindset in Enron s leaders according to which external authority was seen to be weak and not worthy of respect and that this contributed to Enron s demise Implications for theory are examined **After Lean Production**

Thomas A. Kochan,Russell D. Lansbury,John Paul Macduffie,1997 Industrial relations experts from eleven countries consider the state of the automobile industry worldwide **What is Good for General Motors?** Thomas A. Crumm,2010 Tom Crumm thinks the American auto industry can regain the world leadership it once enjoyed in design manufacturing and sales of world class quality vehicles and profitability There are nearly a million American jobs at stake and when the ideas in this book spread to component and other industries it becomes fuel for discussion of a turnaround of America s industrial sector and a turnaround of the economy General Motor s CEO Roger Smith was a visionary and fully realized that change was needed at GM Tom Crumm played a vital role in the rethinking that was to help the company steer a new course as a strategic planner he was deeply involved in the creation of the Saturn project in 1985 Many lessons may be learned from Saturn s rise and fall that could be used to further the understanding of how the American manufacturing sector can be restored to its world class position These include corporate culture and leadership or the lack of it the integration of technology and workers employee empowerment and labor relations supplier relations and vertical integration and sales philosophy and customer satisfaction The biggest threat to a worker s job is an unprofitable company Accordingly the

adversarial relationship with the company was not in the best long term interest of union members The union had to change as well as the company This point and the whole discussion will be of compelling interest to all who want to know what happened to America's auto making capability Others have recently tried to explain what went wrong in the auto industry Crash Course by Paul Ingrassia for instance shows that the author had extraordinary access to behind the scenes meetings and conversations but he has little to say about engineering manufacturing or product development This book addresses just those practical areas where productive change can be made

Corporate Governance Robert A. G. Monks, Nell Minow, 2008-03-07 The new edition of this successful text offers an indispensable guide to the key concepts of corporate governance every student and business professional should know It includes more exercises and student questions penetrating analysis of the latest examples of corporate failure and controversy and the lively cases in point which have characterized previous editions Features 16 case studies of corporations in crisis including General Motors American Express Time Warner IBM and Premier Oil Contains an invaluable web link to The Corporate Library the leading independent research firm dedicated to corporate governance Includes an Appendix with an overview of CG Guidelines and Codes of Best Practice in Emerging Markets

Managing With Power Jeffrey Pfeffer, 1993-11-12 Although much has been written about how to make better decisions a decision by itself changes nothing The big problem facing managers and their organizations today is one of implementation how to get things done in a timely and effective way Problems of implementation are really issues of how to influence behavior change the course of events overcome resistance and get people to do things they would not otherwise do In a word power Managing With Power provides an in depth look at the role of power and influence in organizations Pfeffer shows convincingly that its effective use is an essential component of strong leadership With vivid examples he makes a compelling case for the necessity of power in mobilizing the political support and resources to get things done in any organization He provides an intriguing look at the personal attributes such as flexibility stamina and a high tolerance for conflict and the structural factors such as control of resources access to information and formal authority that can help managers advance organizational goals and achieve individual success

Working in Restructured Workplaces Daniel B. Cornfield, Karen Campbell, Holly J. McCammon, 2001-07-27 What are the contemporary trends in workplace restructuring and the sociological impact on workers' lives Around what concepts will work be organized and groups and individuals motivated in their work into the new century To give you definition and answers to these contemporary questions the editors of the sociological quarterly Work and Occupations assembled Working in Restructured Workplaces It addresses contradictory influences in contemporary workplace restructuring its impact on workers' lives and the direction and nature of future changes in the workplace This authentic collection of sociological thought and research consists of previous works in Work and Occupations and some commissioned specifically for this book to focus on the nature causes and consequences of workplace restructuring The editors introduce a new concept of workplace restructuring to

broaden your perspective and then assess implications for workers and their lives The chapters address four major themes Reconfiguring workplace status hierarchies Casualization of employment relationships Restructuring and worker marginalization Comparative labor responses to global restructuring The last two chapters chart new research agendas on the boundaries and durability of workplace restructuring

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