

RUDE

AWAKENING

THE RISE,

FALL, AND

STRUGGLE

FOR RECOVERY

OF GENERAL

MOTORS

MARYANN KILPATRICK

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NEW YORK

Rude Awakening General Motors In The 1980s

Joe Sherman



Rude Awakening General Motors In The 1980s:

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 today's 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 you're an executive leader manager or a student of lean you'll want to read this book to see how not to do it One theory of management says that if you don't 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

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

Demolition Means Progress Andrew R. Highsmith, 2015-07-06 Tracks the fall of Flint Michigan

once one of the nation's greatest industrial towns now one of its poorest cities compelling and powerful Kevin Boyle National Book Award winning author of *Arc of Justice* In 1997 after General Motors shuttered a massive complex of factories in the gritty industrial city of Flint Michigan signs were placed around the empty facility reading *Demolition Means Progress* suggesting that the struggling metropolis could not move forward to greatness until the old plants met the wrecking ball Much more than a trite corporate slogan the phrase encapsulates the operating ethos of the nation's metropolitan leadership from at least the 1930s to the present Again and again the leaders of Flint and other municipalities tried to revitalize their communities by demolishing outdated and inefficient structures and institutions and overseeing numerous urban renewal campaigns many of which yielded only more impoverished and more divided metropolises After decades of these efforts the dawn of the twenty first century found Flint one of the most racially segregated and economically polarized metropolitan areas in the nation In one of the most comprehensive works yet written on the history of inequality and metropolitan development in modern America Andrew R Highsmith uses the case of Flint to explain how the perennial quest for urban renewal even more than white flight corporate abandonment and other forces contributed to mass suburbanization racial and economic division deindustrialization and political fragmentation Challenging much of the conventional wisdom about structural inequality and the roots of the nation's urban crisis *Demolition Means Progress* shows in vivid detail how public policies and programs designed to revitalize the Flint area ultimately led to the hardening of social divisions Brilliantly narrates the entire arc of 20th century American industrialization at the scale of a single city Flint Michigan and its suburbs a remarkable book Robert Self author of *American Babylon Race and the Struggle for Postwar Oakland*

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](#), 1995 [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

In the Rings of Saturn Joe Sherman,1994 Sherman explores virtually every aspect of the Saturn project America s biggest and most publicized industrial success of the last decade Here is the whole story Saturn s mysterious beginnings inside General Motors in 1982 the site hunt that involved 38 states and ended in Tennessee and more Photos Line drawings

Divergent Paths Marc Egnal,1996-07-18 Why are some countries without an apparent abundance of natural resources such as Japan economic success stories while other languish in the doldrums of slow growth In this comprehensive look at North American economic history Marc Egnal argues that culture and institutions play an integral role in determining economic outcome He focuses his examination on the eight colonies of the North five colonies of the South which together made up the original thirteen states and French Canada Using census data diaries travelers accounts and current scholarship Egnal systematically explores how institutions such as slavery in the South and the seigneurial system in French Canada and cultural arenas such as religion literacy entrepreneurial spirit and intellectual activity influenced development He seeks to answer why three societies with similar standards of living in 1750 became so dissimilar in development By the mid nineteenth century the northern states had surged ahead in growth and this gap continued to widen into the twentieth century Egnal argues that culture and institutions allowed this growth in the North not resources or government policies Both the South and French Canada stressed hierarchy and social order more than the drive for wealth Rarely have such parallels been drawn between these two societies Complete numerous helpful appendices figures tables and maps *Divergent Paths* is a rich source of unique perspectives on economic development with strong implications for emerging societies

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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

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

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

Industrialization in the Modern World John Hinshaw, Peter N. Stearns, 2013-11-12 This unique two volume work analyzes the Industrial Revolution from a global perspective and traces its influences up to the present day encouraging students to rethink the significance of events past and present By taking a fresh approach to its topic Industrialization in the Modern World From the Industrial Revolution to the Internet enables students to see this ongoing phenomenon not as a standalone event but as a catalyst for the formation of today's globalized industrializing world Spanning the period from 1750 to the present the work offers some 450 entries that cover developments in Africa and Asia as well as in Europe and the United States Numerous essays are organized around specific questions or problems others examine significant events countries or industries The work deals with all the major aspects of traditional industrialization textiles coal steel as well as modern variations China computers the Internet With a targeted approach the authors will help students see how

industrialization in one society influenced another how industrialization spread throughout the world and the causes and effects of each country's individual revolution

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

After Lean Production Thomas A. Kochan, Russell D. Lansbury, John Paul MacDuffie, 2018-09-05 Nearly every country that produces cars views the automobile industry as strategically important because of its direct economic significance and because it serves as a bellwether for innovation in employment conditions In this book industrial relations experts from eleven countries consider the state of the industry worldwide They are particularly interested in assessing whether the loudly heralded model of lean production initiated by Toyota has become pervasive The contributors focus on employment practices the way work is organized how workers and managers interact the way worker representatives respond to lean production strategies and the nature of the adaptation and innovation process itself

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

The Leadership Triad Dale E. Zand, 1997 Power the third element of the triad is a leader's traditional right to make decisions and

resolve conflicts Although a leader can make decisions by command Zand notes that in today's knowledge driven organization with educated informed employees the effective leader rarely issues directives but instead acts more as a consultant and a client

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