

# DOWNLOAD PDF THE BUSINESS OF BUSINESS : WHAT IS GOOD FOR GERNERAL MOTORS

## Chapter 1 : Corporate Officers

*"What's Good for General Motors Is Good for America" One of great urban myths of American business history is that the head of GM once said "what's good for General Motors is good for America."*

Barra has also established a strategic direction based on putting the customer at the center of everything the company does. In these roles, Barra and her teams were responsible for the design, engineering and quality of GM vehicle launches worldwide. Previously, she served as vice president, Global Human Resources; vice president, Global Manufacturing Engineering; plant manager, Detroit Hamtramck Assembly; and in several other executive engineering and staff positions. She graduated with a Bachelor of Science degree in electrical engineering in , followed by a Master of Business Administration from the Stanford Graduate School of Business in . He has also led the strategy to re-enter the auto finance business beginning in with the formation of GM Financial through the acquisition of AmeriCredit. Today, GM Financial is an integral adjacent business unit, helping drive sales, profits and loyalty. Before joining GM, Ammann was managing director and head of Industrial Investment Banking for Morgan Stanley, where he was instrumental in many high-profile assignments including advising GM during its restructuring. He is a member of the board of directors of Hewlett Packard Enterprise. Batey was appointed executive vice president and president, North America, in January . Batey also has led Global Chevrolet since July . Batey also served as GM vice president, U. Sales and Service, interim GM chief marketing officer from to , and vice president, U. Chevrolet Sales and Service from to . Brycz was appointed to the position of senior vice president, Global Human Resources on March 12, . In this role, she leads an HR team and systems that build enterprise-wide employee engagement, develop talent and support strategic planning at all levels. Brycz was instrumental in transforming supplier relationships by providing strategic solutions to future sourcing and supplier engagement. Over the course of his career with General Motors, Carlisle has held a number of senior leadership positions that have taken him across the globe, including Vice President of Global Product Planning and Program Management, ; Vice President of U. Despite many years abroad, Carlisle remains an avid hockey enthusiast, and has enjoyed returning to the GM Canada Salaried Hockey League. In October , he assumed responsibility for GM corporate giving activities. From to , Cervone worked at GM in several senior communications positions including executive director of Corporate Communications, responsible for media relations, issues management and labor and employee communications; executive director of Executive and Financial Communications; vice president of GM Europe Communications; vice president of GM North America Communications; and vice president of Global Communications Strategy and Operations. From to , Cervone worked at Chrysler Corp. He managed pre- and post-merger communications related to the merger of Chrysler and Daimler-Benz. In February , Boler Davis was appointed U. Later that year, her role was expanded to vice president, Global Quality and U. Under her leadership, GM improved vehicle quality and fundamentally redefined customer care and its interaction with customers through social media channels and Customer Engagement Centers. Previously, Boler Davis was simultaneously plant manager of the Michigan Orion Assembly and Pontiac Stamping facilities, as well as vehicle line director and vehicle chief engineer, North America small cars, positions she held through January . Prior to that, she was plant manager at the Lansing, Mich. During her career, she has held many positions of increasing responsibility in Manufacturing, Engineering and Product Development. Numerous organizations and publications have recognized Boler Davis for her professional accomplishments and community service. In , Fortune magazine named her as one of the 10 most powerful women in the automotive industry. She serves on the board of directors at General Mills and Beaumont Health. In addition, she is a member of the Northwestern University Board of Trustees. In addition, she was awarded an honorary doctorate degree from Rensselaer Polytechnic Institute. In this role, he also served as the lead U. He twice served as chief International Trade counsel for the Senate Finance Committee from to and again from to . As chief counsel he drafted legislation implementing trade agreements and managed their consideration through the U. He also

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served as assistant U. S Trade representative for the Americas with the United State Trade Representative USTR from to , where he negotiated and enforced international trade agreements and partnered with members of Congress on trade legislation. Eissenstat also previously worked as former Rep. In October it was announced that his responsibilities would expand to include all operations outside of North America and China. His experience in the region dates to the early s, when he lived and worked in Argentina. He speaks both Spanish and Portuguese. Glidden is executive vice president and general counsel of General Motors Co. Prior to joining LyondellBasell in August , Glidden served as senior vice president, general counsel and corporate secretary of Chevron Phillips Chemical Co. Prior to joining Chevron Phillips Chemical, he was in private law practice. Glidden is licensed to practice law in Texas and Florida. Prior to becoming treasurer, Gupta was the chief investment officer and chief executive officer of General Motors Asset Management Corporation, the investment management subsidiary of GM. His early career assignments have spanned the globe including positions in Brussels, New York City, Shanghai and Bangkok. He then became assistant treasurer of GM where he oversaw a variety of groups including capital planning, pension, auto finance, international treasury and supplier risk management. Hatto was named vice president, controller and chief accounting officer effective September . In his new role, he will be responsible for global leadership and oversight for external reporting, technical accounting matters, development of new accounting policies, internal controls and the consolidations process. In , he joined U. Chevrolet, Buick and GMC. Prior to his current position, Mott served since as executive vice president and chief information officer of Hewlett-Packard, where he was responsible for all IT, including company-wide application development, data management, technology infrastructure, data center operations and telecommunication networks worldwide. From to , Mott was senior vice president and chief information officer for Dell, Inc. In , Mott was named senior vice president and chief information officer. For the next six years, Wal-Mart almost tripled in revenue and its IT group earned a "best-of-class" reputation as it cost-effectively leveraged global and common IT systems. In June , he received the "Roger Milliken Career Achievement Award" from the Voluntary Interindustry Commerce Solutions Association for his dedication and contributions to enabling the retail and consumer-focused industries through the creation and implementation of supply chain standards and best practices. Mott has a bachelor of science in mathematics from the University of Arkansas, Fayetteville. Reuss is a mechanical engineer who began his GM career as a student intern in . He created and led the GM Performance Division in while serving as executive director of Architecture Engineering. His first car was a Chevrolet Camaro, which he bought and restored himself. Reuss was born and raised in metro Detroit and is deeply committed to revitalizing the region via education, community and philanthropy. After extensive renovations, Factory One reopened in as a modern, world-class facility that hosts events and the iconic Kettering University automotive archives. He holds a bachelor of engineering degree from Vanderbilt University and a master of business administration from Duke University. Suryadevara was named vice president, Corporate Finance, in July . She was previously vice president, Finance and Treasurer, from . Tsien began his professional career at Delco Electronics in as an electrical engineer, where he designed and released embedded software for automotive applications and led advanced work in navigation and telematics. Between and , Tsien worked in Germany, Australia and China in various technical, program management and planning assignments. In China, he was chief technology officer and director of Business Planning. In September , Tsien received the Magnolia Award from the Shanghai Municipal Government for his contributions to the economic and social development of Shanghai.

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## Chapter 2 : GM gets into the e-bike business - CNN

*General Motors business model canvas GM, is an American multinational corporation headquartered in Detroit, Michigan, that designs, manufactures, markets, and distributes vehicles and vehicle parts, and sells Financial services.*

General Motors was capitalized by William C. Durant on September 16, as a holding company. Prior to his acquisition of Buick, Durant had several Ford dealerships. With springs, axles and other key components being provided to the early automotive industry by Durant-Dort, it can be reasoned that GM actually began with the founding of Durant-Dort. A Rapid became the first truck to conquer Pikes Peak in 1901. In 1902, Welch and Rainier were added to the ever-growing list of companies controlled by GM. R S McLaughlin Director and friend left at the same time. Durant was forced out of the firm by the stockholders, and co-founded the Chevrolet Motor Company in 1908 with Louis Chevrolet. On October 13 of the same year, GM Company incorporated as General Motors Corporation after McLaughlin merged his companies and sold his Chevrolet stock to allow the incorporation, which in turn followed the incorporation of General Motors of Canada [4] reverting to General Motors Company [5] upon emergence from bankruptcy in that left General Motors of Canada Limited as a privately owned Canadian Company. Du Pont removed Durant from management in 1918, and various Du Pont interests held large or controlling share holdings until about 1920. The company was renamed General Motors of Canada Ltd. The number of employees grew from about 49, workers to 85, workers. This would become one of General Motors top 5 expenditures for the year 1918. Similar to modern day k plans, all employees could invest a percentage of their wages or salary. GM proceeded to match every penny that their employees invested. Its building, originally to be called the Durant Building, was designed and began construction in 1918 when Durant was president, was completed in 1920. Sloan became president that year, and the building was officially dedicated as the General Motors Building in 1920. The Sheridan nameplate has the distinction of being the first automotive brand started from scratch by General Motors. To market the vehicles, Sheridan hired World War I flying ace Eddie Rickenbacker, himself an accomplished automobile racer in his own right. Just as production began to ramp up, Durant was fired for the second and final time from General Motors. Durant on the other hand knew that the vehicle was soundly engineered and knew what GM paid for the Muncie facility. In 1928, GM acquired Holden of Australia. In 1929, GM created the Pontiac as a "companion" to the Oakland brand, an arrangement that lasted five years. The companion outsold its parent during that period, by so much that the Oakland brand was terminated and the division was renamed Pontiac. Hertz who joined the main board John Hertz purchased the car rental business back from GM in 1929 and took it public the following year. Despite some shared components, each marque distinguished itself from its stablemates with unique styling and technology. The shared components and common corporate management created substantial economies of scale, while the distinctions between the divisions created in the words of GM President Sloan a "ladder of success", with an entry-level buyer starting out at the bottom with the "basic transportation" Chevrolet, then rising through Pontiac, Oldsmobile, Buick, and ultimately to Cadillac. While Ford continued to refine the manufacturing process to reduce cost, Sloan was inventing new ways of managing a complex worldwide organization, while paying special attention to consumer demands. Car buyers no longer wanted the cheapest and most basic model; they wanted style, power, and prestige, which GM offered them. Sloan did not neglect cost, by any means; when it was proposed Chevrolet should introduce safety glass, he opposed it because it threatened profits. Nevertheless, Ford did offer similar credit arrangements with the introduction of the Model A in the late 1920s but Ford Credit did not exist until 1959. GM surpassed Ford Motor Company in sales in the late 1920s. Through a stock exchange GM took controlling interest in North American Aviation and merged it with its General Aviation division in 1935, but retaining the name North American Aviation. In 1936, GM divested NAA as a public company, never to have a major interest in the aircraft manufacturing industry again. General Motors bought the internal combustion engined railcar builder Electro-Motive Corporation and its engine supplier Winton Engine in 1936, renaming both as the General Motors

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Electro-Motive Division. Over the next twenty years, diesel-powered locomotives – the majority built by GM – largely replaced other forms of traction on American railroads. Electro-Motive was sold in early 1960. From the company was involved in an unpublicized project, with others, in what became known as the General Motors streetcar conspiracy to buy out streetcar and intercity train transport operators using subsidiary companies, and convert their operations to use buses. In Flint, police attempted to enter the plant to arrest strikers, leading to violence; in other cities the plants were shuttered peacefully. The strike was resolved February 11, 1937, when GM recognized the UAW as the exclusive bargaining representative for its workers. Its multinational interests were split up by the combating powers during the war such that the American, Canadian and British parts of the corporation served the Allied war effort and Adam Opel AG served the Axis war effort. By the spring of 1945, the German Government had assumed day-to-day control of American owned factories in Germany, but decided against nationalizing them completely seizing the assets and capital. Soon after the war broke out, the nationalization came. Knudsen served as head of U. In addition to the obvious manufacture of motor vehicles for the Allied cause, GM was also a major manufacturer of aircraft. However, even without any such conspiracy, GM found criticism for its tax avoidance around the Opel topic. When he was asked during the hearings before the Senate Armed Services Committee if as secretary of defense he could make a decision adverse to the interests of General Motors, Wilson answered affirmatively but added that he could not conceive of such a situation "because for years I thought what was good for the country was good for General Motors and vice versa". By the time Pontiac, Oldsmobile and Buick introduced similarly styled and priced compact models in 1955, the old "step-up" structure between the divisions was nearly over. A classic General Motors muscle car, the Pontiac GTO. The decade of the 1950s saw the creation of compact and intermediate classes. Among intermediates, the Oldsmobile Cutlass nameplate became so popular during the 1950s that Oldsmobile applied the Cutlass name to most of its products in the 1960s. During the late 1950s, GM would initiate a wave of downsizing starting with the Chevrolet Caprice which was reborn into what was the size of the Chevrolet Chevelle, the Malibu would be the size of the Nova, and the Nova was replaced by the troubled front-wheel drive Chevrolet Citation. In 1959, Chevrolet came out with the rear-wheel drive sub compact Chevette. In 1959, GM was the first major automobile company to offer airbags as optional equipment in a non-experimental, unlimited vehicle capacity. Called the "Air Cushion Restraint System", the safety feature was optional on specific full-size Cadillac, Buick, and Oldsmobile vehicles. The occupant safety system proved an unpopular option and was discontinued after the model year not to return until the 1970s when federal mandates made the system a requirement. While GM maintained its world leadership in revenue and market share throughout the 1950s to 1960s, it was product controversy that plagued the company in this period. It seemed that, in every decade, a major mass-production product line was launched with defects of one type or another showing up early in their life cycle. And, in each case, improvements were eventually made to mitigate the problems, but the resulting improved product ended up failing in the marketplace as its negative reputation overshadowed its ultimate excellence. The first of these fiascos was the Chevrolet Corvair in the 1960s. Introduced in 1960 as a model, it was initially very popular. But before long its quirky handling eventually earned it the reputation for being unsafe, inspiring consumer advocate Ralph Nader to lambaste it in his book, *Unsafe at Any Speed*, published in 1965. During this period, it was also somewhat overwhelmed by the success of the Ford Mustang. The 1970s was the decade of the Vega. Launched as a model, it also began life as a very popular car in the marketplace. But within a few years, quality problems, exacerbated by labor unrest at its main production source in Lordstown, Ohio, gave the car a bad name. By this time, Olds had displaced Pontiac and Plymouth as the 3 best-selling brand in the U. In the early 1970s, model-year production topped one million units on several occasions, something only Chevrolet and Ford had achieved. Many customers were loyal Oldsmobile buyers who specifically wanted the Rocket V8, and did not discover that their vehicle had the Chevrolet engine until they performed maintenance and discovered that purchased parts did not fit. This led to a class-action lawsuit which became a public relations nightmare for GM. In the model year, a full line of automobiles on the X-body platform, anchored by the Chevrolet Citation, was launched. Again, these cars were all quite popular in their respective

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segments for the first couple of years, but brake problems, and other defects, ended up giving them, known to the public as "X-Cars", such a bad reputation that the model year was their last. The J-body cars, namely the Chevrolet Cavalier and Pontiac Sunbird, took their place, starting with the model year. Quality was better, but still not exemplary, although good enough to survive through three generations to the model year. Smith served as CEO throughout the s. GM profits struggled from to following the late s and early s recession. In , the UAW negotiated some concessions with the company in order to bridge the recession. GM profits rebounded during the s. During the s, GM had downsized its product line and invested heavily in automated manufacturing. It also created the Saturn brand to produce small cars. Each of these agreements provided opportunities for the respective companies to experience different approaches. As a result, "Jack" Smith not related to Roger became burdened with the task of overseeing a radical restructuring of General Motors. Reorganizing the management structure to dismantle the legacy of Alfred P. Sloan, instituting deep cost-cutting and introducing significantly improved vehicles were the key approaches. Trade issues had prompted the Reagan administration to seek import quotas on some foreign carmakers. Later, the Clinton administration engaged in trade negotiations to open foreign markets to U. Because of the significant role GM plays in the United States, the strikes and temporary idling of many plants noticeably showed in national economic indicators. In the early s, following the first Gulf War and a recession, GM had taken on more debt. However, in , the stock market drop following the September 11, attacks, combined with historic pension underfunding, caused a severe pension and benefit fund crisis at GM and many other American companies and the value of their pension funds plummeted. Production of SUVs and trucks vs. In , following the September 11th attacks, a severe stock market decline caused a pension and benefit fund underfunding crisis. GM began its Keep America Rolling campaign, which boosted sales, and other auto makers were forced to follow suit. In , GM redirected resources from the development of new sedans to an accelerated refurbishment of their light trucks and SUVs for introduction as models in early . The current marketing plan is to tout these revised vehicles extensively as offering the best fuel economy in their class of vehicle. From June to September , the Federal Reserve, in a move to quell potential inflationary pressures created by, among other things, the stock market, made successive interest rate increases, credited in part for "plunging the country into a recession. Although GM had already taken action to fully fund its pension plan, its OPEB fund became an issue for its corporate bond ratings. GM began its Keep America Rolling campaign, which boosted sales, and other automakers were forced to follow suit. As part of the deal, GM granted Fiat a put option, which, if the option had been exercised between January and July, could have forced GM to buy Fiat. The relationship suffered and Fiat had failed to improve. In March, GM divested

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## Chapter 3 : General Motors | History, Deals, & Facts | [blog.quintoapp.com](http://blog.quintoapp.com)

*The good General Motors has some attractive qualities for investors to stay in the name. For starters, the stock trades with a low valuation, at just times next year's earnings.*

Durant, a carriage manufacturer of Flint, Michigan. In he assumed control of the

### Early history

Under the leadership of William C. Durant , the General Motors Company was founded in to consolidate several motorcar companies producing Buick, Oldsmobile, Cadillac, Oakland later Pontiac , Ewing, Marquette, and other autos as well as Reliance and Rapid trucks. GM introduced the electric self-starter commercially in its Cadillac, and this invention soon made the hand crank obsolete. Durant was forced out of the company in and was succeeded by Alfred P. Sloan reorganized GM from a sprawling, uncoordinated collection of business units into a single enterprise consisting of five main automotive divisions—Cadillac, Buick, Pontiac, Oldsmobile, and Chevrolet—the activities of which were coordinated by a central corporate office equipped with large advisory and financial staffs. The various operating divisions retained a substantial degree of autonomy within a framework of overall policy; this decentralized concept of management became a model for large-scale industrial enterprises in the United States.

### Global expansion

By General Motors had surpassed the Ford Motor Company to become the leading American passenger-car manufacturer. By it was making 44 percent of all the cars in the United States and had become one of the largest industrial corporations in the world. It bought Electronic Data Systems Corporation , a large data-processing company, in and acquired the Hughes Aircraft Company, a maker of weapons systems and communications satellites, in Along with other U. Like other American automakers, however, GM made a robust recovery by the middle of the decade and returned its focus to its automotive businesses. It sold Electronic Data Systems in , and in it sold the defense units of its Hughes Electronics subsidiary to the Raytheon Company , thus leaving the computer-services and defense-aerospace fields in order to concentrate on its automotive businesses. In , however, it discontinued the Oldsmobile brand. GMAC had been founded in to finance and insure the installment sales of GM products and had later expanded into other businesses. An additional stipulation required the companies to undergo restructuring. The money was initially made available to General Motors and Chrysler; Ford claimed to possess adequate funds to continue operations and thus did not apply for government relief. It emerged from bankruptcy reorganization the following month. In the company officially discontinued both the Pontiac and Saturn brands and sold Saab. The downsizing left GM with four vehicle divisions: The following year GM regained its title as the largest automaker in the world.

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## Chapter 4 : History of General Motors - Wikipedia

2 *"What is good for the country is good for General Motors, and vice versa."* Charles Wilson, Chairman of the Board, General Motors Introduction.

The firm also employs intensive growth strategies based on the business effects of such generic strategy. Each intensive strategy contributes to the growth of General Motors. However, these intensive growth strategies have different degrees of significance in the business. For example, General Motors benefits more from one intensive strategy compared to the other intensive strategies in terms of their effects on organizational growth and appropriateness to the target market for automobiles and related products. Thus, the generic competitive strategy must match the needs of the organization, while considering the external business environment. The competitive advantage based on the generic strategy and the growth potential based on the intensive strategies contribute to the long-term success of General Motors. In differentiation, the strategic objective is to make products attractive on the basis of features, brand image, quality, and related variables. General Motors uses market penetration as its primary intensive growth strategy. For example, General Motors expands its market reach by increasing the number of its dealerships. Product development serves as a secondary intensive growth strategy in the case of General Motors Company. This intensive strategy ensures growth through new product sales. This intensive growth strategy supports the differentiation generic competitive strategy by focusing on uniqueness in the design and features of new products. General Motors employs market development as a supporting intensive strategy for growth. In this intensive strategy, the company grows by entering new markets or market segments. The differentiation generic strategy can contribute competitive advantage needed to maximize the benefit of implementing the market development intensive growth strategy. The company has a low probability of using this strategy. Diversification supports business growth through new business. For example, General Motors could acquire a car rental services company in a domestic market to fuel business growth. This intensive growth strategy can contribute new business capabilities to support the differentiation generic competitive strategy. A strategic objective linked to this intensive strategy is to grow General Motors through new acquisitions of businesses outside the automotive industry.

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## Chapter 5 : What's Good for General Motors Is Good for America • Crossing Wall Street

*An advantage of General Motors' regional divisional organizational structure is the flexibility of the business in responding to regional market variations. For example, each regional segment can implement a set of strategies suited to the conditions of the regional market under consideration.*

Public Domain General Motors Company uses its organizational structure to support managerial decisions. The company also streamlines the business through activities flowing through its corporate structure. For example, the company has a managerial team for operations in North America. As a result, the corporate structure serves as a means for implementing strategies specific to regional market conditions. As a major player in the global automotive industry, General Motors must align the characteristics or attributes of the organizational structure with business needs relative to market conditions. With a suitable and evolving corporate structure, General Motors can optimize its capabilities and performance in the international market. In this regard, corporate managers must ensure that the structural characteristics of the business are aligned with strategic goals. General Motors must include flexibility as a defining factor to maintain competence and resilience despite tough competition from other firms like Toyota. With rapid technological advances sweeping the automotive industry, as shown in the case of firms like Tesla, this type of organizational structure involves grouping business activities according to geographical segments or areas of operations. This corporate structure type is usually employed when there are significant differences among regional markets. Regional market conditions vary across the global market for automobiles. General Motors addresses such variation through managerial focus based on geographical divisions in its corporate structure. Securities and Exchange Commission. This structural characteristic enables the company to implement strategies that best suit regional conditions. Business-type divisions are a secondary structural feature based on the businesses of General Motors. This characteristic of the organizational structure allows the company to effectively manage each business, considering that different businesses have different needs. The company uses these groups as a means to integrate all business operations. For example, all automobile and parts manufacturing operations of General Motors are integrated through a corresponding corporate group called Global Manufacturing. Through this structural characteristic, the company ensures consistency and continuity in overall organizational development. Office of the CEO.

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### Chapter 6 : General Motors | Business | The Guardian

*What is good for a country may not be good for its big businesses, at least recently. More turnover in top businesses correlates with faster per capita gross domestic product, productivity, and capital growth; supporting Schumpeter's [*

Wilson married Jessie Ann Curtis on September 11, They had five children. General Motors career[ edit ] In , Wilson moved to Remy Electric , a General Motors subsidiary, as chief engineer and sales manager. By January he was the president of General Motors. During the hearings, when asked if he could make a decision as Secretary of Defense that would be adverse to the interests of General Motors, Wilson answered affirmatively. But he added that he could not conceive of such a situation "because for years I thought what was good for our country was good for General Motors, and vice versa. Wilson welcomed the reorganization plan, which became effective on June 30, , as facilitating more efficient management of the Department of Defense. He looked on the assistant secretaries as his "vice presidents" and tried to run the Pentagon like an industrial corporation. Wilson took advantage of the reorganization to decentralize administration, giving the service secretaries more responsibility and importance. In his first annual report, he noted that the service secretaries were his principal assistants; decentralizing operational responsibility to them would make for effective exercise of civilian authority throughout the Department of Defense. In July , to complement the reorganization, Wilson issued a directive to the JCS, the most important provision of which stated that "the Joint Staff work of each of the Chiefs of Staff shall take priority over all other duties," their tasks as chiefs of individual services. The directive also clarified the role of the JCS chairman and his authority over the Joint Staff while making clear that assignment of major tasks to the Joint Staff was the prerogative of the full JCS. Radford , chairman; General Matthew B. Ridgway , Army chief of staff; General Nathan F. Carney , chief of naval operations to prepare a paper on overall defense policy. Although the JCS paper did not recommend any fundamental changes, the National Security Council in October adopted a key tenet of the New Look that a large-scale limited war or a general war would likely be fought with nuclear weapons. Eisenhower formally presented the New Look in his State of the Union message in January , and Wilson helped to explain it. More defense for less money was possible, he said. With new weapons and techniques and ready reserves of troops and materiel, the United States could support capable military forces within budget allocations that Congress was willing to provide. Some critics maintained that it made impossible the fighting of a limited non-nuclear war. The Army and the Navy felt that the increased emphasis on air power and nuclear weapons represented a departure from the concept of "balanced forces" in which individual service programs were balanced against overall requirements. Implicit in the policy was rejection of the idea that a year of crisis with the Soviet Union was imminent to occur when the Soviets achieved offensive nuclear capability against the United States or that a general war was just around the corner. Wilson pointed out frequently that defense policy should be long-term and not based on short-term projections of Soviet-American relations. True security cannot be founded on arms and arms alone. TOA in subsequent fiscal years was: Especially after , when the Democratic Party regained control of Congress, the Wilson-Eisenhower effort to curb defense expenditures provoked growing criticism. The Air Force, even though the New Look enhanced its role, opposed the decision to cut back from the Truman goal of wings, and its congressional supporters tried repeatedly, sometimes successfully, to appropriate more money for air power than the administration wanted. The other services, especially the Army, objected to force reductions ordained by the New Look. Taylor , believed that the Army was receiving too small a share of the military budget. Its standing threatened by the New Look, the Army questioned the wisdom of reliance on "massive retaliation" and strategic air power to the neglect of other force elements. We can only afford to fight a big war, and if there is one, that is the kind it will be. Generals Ridgway and Taylor stressed the need to have a variety of forces available and equipped to fight different kinds of war from a local non-nuclear war to a global strategic nuclear conflict. They rejected the notion that limited wars would occur only in less-developed areas and argued that such conflicts might occur in NATO as

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well. The Army received indirect support from such critics of massive retaliation as Bernard Brodie , William W. Kaufmann, and Henry A. Kissinger , who noted that the United States and the Soviet Union had or were acquiring the power to destroy each other with strategic nuclear weapons, thus precluding their rational use in response to a limited attack. Taylor, concluding that the Soviet Union and the United States had achieved mutual nuclear deterrence, believed that limited-war forces would play an active role in future conflicts and that atomic retaliatory forces would play a passive role. The Army moved into missile and space programs in an effort to preserve for itself a part in planning for and fighting a nuclear war, but in the late s, it continued to push for adoption of a new national security policy acknowledging the primacy of limited war. Increased competition among the services resulting from the New Look compelled Wilson to deal with the perennially troublesome question of service roles and missions, complicated by the introduction of new weapons, especially missiles. He noted in his semi-annual report at the end of FY that the services, which had eight categories of guided missiles available for various tasks, could not agree on their respective roles and missions in relation to these and other planned missile systems. Also at issue were aircraft types for the individual services and Air Force tactical support for the Army. To address those and other nagging questions, Wilson issued two important documents. The former, a memorandum to members of the Armed Forces Policy Council on November 26, , dealt with five points of contention. First, Wilson limited the Army to small aircraft with specifically defined functions within combat zones. On the matter of airlift adequacy, which the Army questioned, the secretary declared current Air Force practices acceptable. As to air defense, the Army received responsibility for point defense of specified geographical areas, vital installations, and cities; the Air Force became responsible for area defense and the interception of enemy attacks away from individual vital installations; and the Navy could maintain ship-based air defense weapon systems. Wilson assigned to the Air Force primary responsibility for tactical support for the Army, although the Army could use surface-to-surface missiles for close support of its field operations. On March 18, , Wilson issued a directive to clarify his earlier decisions on the Army-Air Force use of aircraft for tactical purposes. He made no major changes from the previous division of responsibility but provided a more detailed and specific listing of those functional areas for which the Army could procure its own aircraft and those for which it would rely on the Air Force. Although Wilson found it necessary to clarify service roles and missions, he did not press for extensive further unification of the armed forces. He established in February an office of special assistant to the Secretary of Defense for guided missiles but made few other changes after implementation of Reorganization Plan No. Of course, they would. In January , for example, he referred to enlistees in the National Guard during the Korean War as " draft dodgers. Eisenhower noted when Wilson stepped down that under him, "the strength of our security forces has not only been maintained but has been significantly increased" and that he had managed the Defense Department "in a manner consistent with the requirements of a strong, healthy national economy. Human experimentation[ edit ] While serving as Secretary of Defense, Wilson enacted stronger rules against human medical experimentation. The Wilson Memo led the military to adopt the Nuremberg Code. Patients would have to provide written, informed consent. They found the Air Force and Army tried to implement the rules but found spotty compliance in actual Pentagon research. The two were respectively nicknamed "Engine Charlie" [8] and "Electric Charlie" so that they could be more easily distinguished.

### Chapter 7 : Charles Erwin Wilson - Wikipedia

*"It was a company that in the modern history of General Motors was always dominated by bean counters," said Maryann Keller, an auto analyst for four decades who has written two books on GM.*

### Chapter 8 : Vizologi - Business Models & Business Strategy

*In this case, General Motors' generic competitive strategy emphasizes the benefits of economies of scale, which is one*

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*of the company's strengths (Read: SWOT Analysis of General Motors Company). The firm also employs intensive growth strategies based on the business effects of such generic strategy.*

### Chapter 9 : General Motorsâ€™™ Organizational Structure for Flexibility in Regional Markets - Panmore Ins

*General Motors Corporation (GM), which ultimately became the world's largest automotive firm and the largest privately owned manufacturing enterprise in the world, was founded in by William C. Durant, a carriage manufacturer of Flint, Michigan.*