Contents

	List of Figures and Tables	page x	
	Acknowledgments	xiii	
1	The Modern Corporation and the Problem of Order	1	
2	Creating Corporate Order: Conflicting Versions of Decentralization at GM, 1921–1933	43	
3	Administrative Centralization of the M-form, 1934–1941	81	
4	Participative Decentralization Redefined: Mobilizing for War Production, 1941–1945	127	
5	The Split between Finance and Operations: Postwar Problems and Organization Structure, 1945–1948	175	
6	Consent as an Organizational Weapon: Coalition Politics and the Destruction of Cooperation, 1948–1958	222	
_		223	
7	Consent Destroyed: The Decline and Fall of General Motors, 1958–1980	271	
8	Conclusion	295	
	Appendix: General Motors' Financial Performance,		
	1921–1987	324	
	References	340	
	Index	355	

Figures and Tables

Figures

1.1	The multidivisional form	page 10
3.1	General Motors' top governing committees, 1937	105
3.2	Return on invested capital and related performance indicators, GM and Chrysler, 1934–1941	124
5.1	General Motors' top governing committees, 1946	195
6.1	General Motors' top governing committees, 1958	266
	Tables	
3.1	Responsibilities and powers of General Motors' top governing committees, 1933 versus 1937	102
3.2	Membership of Policy Committee and Administration Committee, May 1937	106
3.3	General Motors' Policy Group membership, November 1937	108
4.1	General Motors Corporation: turnover broken down into constituent elements, 1937–1941 versus 1942–1945	
4.2		140
4.2	General Motors Corporation: return on invested gross and net capital, 1937–1941 versus 1942–1945	141
4.3	Membership of Administration Committee, 1941, and membership of War Administration Committee, 1942	
	1772	146

	Figures and Tables	xi	
4.4	General Motors Policy Group membership, February 1943	155	
4.5	Membership of War Administration Committee, 1944, and membership of Administration Committee, 1945	170	
5.1	Responsibilities and powers of GM's top governing committees, 1946	196	
5.2	Membership of Financial Policy, Operations Policy, and Administration Committees, June 1946	197	
6.1	Turnover of real estate and plant, working-capital turnover, and return on investment, 1942–1945 versus 1950–1953	238	
6.2	Membership of Operations Policy Committee and Administration Committee, January 1955	242	
6.3	Turnover of real estate and plant, working-capital turnover, and return on investment, 1948–1956	247	
A.1	Financial data, GM 1921-1987	327	
A.2	Period averages for selected data	339	