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# ***General Motors And Ford***

The General Motors Corporation was established in 1908 by William C. Durant, who combined the Buick, Oldsmobile, and

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Oakland companies and, later, Cadillac, to form GM. From the 1920s onwards, GM grew from a firm that accounted for about 10% of new car sales in the U.S. to become the largest producer of cars and trucks in the world. The peak of the company's

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power and market dominance came in the 1960s, which proved to be the decade of change for the U.S. auto industry. With the introduction of federal safety regulations and control tailpipe emissions, GM's position as the

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world's largest industrial corporation changed. Its marketing strategy was undone by competitive challenges, and the business was never to be the same again. General Motors: A Photographic

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History explores the growth of the company in a series of over 200 black-and-white images. From the first assembly line to post-Second World War recovery, images from the world auto shows and the consequent re-organization of

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GM take the reader on an intriguing visual tour of a tremendously important era in the industrialization of America.

"Suggested readings": p. 242.  
The New York Times bestselling author of Bitter Brew chronicles the birth

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and rise to  
greatness of the  
American auto  
industry through the  
remarkable life of  
Harley Earl, an  
eccentric six-foot-  
five, stuttering  
visionary who  
dropped out of  
college and went on  
to invent the  
profession of

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automobile styling,  
thereby  
revolutionized the  
way cars were  
made, marketed,  
and even imagined.  
Harleys Earl ' s story  
qualifies as a bona  
fide American family  
saga. It began in the  
Michigan pine forest  
in the years after the  
Civil War, traveled



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across the Great  
Plains on the  
wooden wheels of a  
covered wagon, and  
eventually settled in  
a dirt road village  
named Hollywood,  
California, where  
young Harley took  
the skills he learned  
working in his  
father ' s carriage  
shop and applied

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them to designing sleek, racy-looking automobile bodies for the fast crowd in the burgeoning silent movie business. As the 1920s roared with the sound of mass manufacturing, Harley returned to Michigan, where, at GM ' s invitation, he

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introduced art into the rigid mechanics of auto-making.

Over the next thirty years, he functioned as a kind of combination Steve Jobs and Tom Ford of his time, redefining the form and function of the country ' s premier product. His impact

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was profound.

When he retired as GM ' s VP of Styling in 1958, Detroit reigned as the manufacturing capitol of the world and General Motors ranked as the most successful company in the history of business.

Knoedelseder tells

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the story in ways both large and small, weaving the history of the company with the history of Detroit and the Earl family as Fins examines the effect of the automobile on America ' s economy, culture, and national psyche.

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"Offering an alternative, female-focused history, *Women in Design* is an essential new tome dedicated to the innovators who have shaped the design world" – ELLE Decoration  
Featuring more than 100 profiles of

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pioneering women designers, some who have achieved global recognition such as Ray Eames, Charlotte Perriand and Zaha Hadid, it also introduces the fascinating and often untold stories of lesser-known designers, who

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have similarly shaped and enriched the story of design. An excerpt from the book: "This book is, first and foremost, a celebration of some truly remarkable women whose careers in design have been exceptional. They



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can rightly be called exceptional because, despite the odds stacked against them, the women featured here created significant bodies of work within what was – and to a certain extent still is – the male-dominated

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field of design. By highlighting their extraordinary achievements, our intention is to contextualize the role of women in design over the last one hundred years or so in order to trace how the status of female designers has evolved, while

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at the same time  
assessing where it  
stands today. In the  
past, all too often  
the work of female  
designers was  
overlooked in the  
literature on design,  
while also being  
woefully  
under-represented  
in exhibitions and  
museum collections.

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This book seeks to redress these outstanding omissions. The primary reasons for this paucity of representation are that – as in other male-dominated professions – women were often either largely excluded from

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certain areas of endeavour or had no option but to take on subordinate roles. Women designers and their work have, also, all too often been assessed through the lens of the patriarchy, meaning they have either been entirely

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defined by their gender or their contributions have been subsumed under that of their 'more famous' husbands, brothers, fathers or lovers. This book attempts to tell a very different story, one that appraises their activities within the

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wider landscape of the feminist movement – both past and present. It is only now that women designers working in developed free-market economies are beginning to enjoy anything like equality with their

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male counterparts when it comes to professional access and recognition, let alone parity of remuneration. As for women living elsewhere in the world, having any kind of professional career, let alone one in design, is still often largely an



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impossible dream."

[Vans Service &  
Repair  
Ford, General  
Motors, and Forced  
Labor in Germany  
During the Second  
World War  
John Z. de Lorean's  
Look Inside the  
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Corporation

Giant Enterprise

General Motors

The Story of Two

Unique Men, a

Legendary

Company, and a

Remarkable Time in

American History

Chrysler Corp., Ford

Motor Co., General

Motors

The Deal Maker

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[Solving America's  
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Studies the most  
significant American  
labor conflict of the  
20th century

Published without  
the cooperation of

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John De Lorean, this account written by De Lorean after his resignation from General Motors in 1973 brings to light shocking disclosures about the corporation's questionable inner workings

Alfred P. Sloan, Jr. led the General

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Motors Corporation  
to international  
business success by  
virtue of his brilliant  
managerial practices  
and his insights into  
the new consumer  
economy he and  
General Motors  
helped to produce.  
Sloan's business  
biography, My Years  
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Motors, was an instant best seller when it was first published in 1964 and is still considered indispensable reading by modern business giants. The dramatic story of how upstart General Motors got ahead of pioneer

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Ford--and has stayed ahead--is told here along with an explanation of GM's success. This book argues that GM won the race by designing a successful performance-control system, in harmony with cybernetic principles and systems theory,



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under the leadership of Alfred Sloan and his expert team.

Henry Ford, the passionate individualist, meanwhile

established a losing tradition described by the author as anti-team, anti-expert, and anti-system.

GM's recent

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difficulties, according to Dr. Kuhn, are a result of its lapse from early policies. In 1921 Ford held the largest share of a market ever attained by a single manufacturer, 59%, while GM had slipped from about 20% to 15%. Starting in 1924, GM

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climbed to over 40% of the market, a share it has held ever since, while Ford fell to about 10%. GM has outperformed Ford even more sharply in return to shareholders. The author, however, does not gloss over GM's weaknesses, especially its

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"laggard performance" in consumer safety and its "tunnel vision" in product development. Although the concepts of "steermanship" and "inquiring systems" were not set forth theoretically until after 1938, GM's

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leaders applied these concepts organizationally during the boom-and-bust 1920s and 1930s. Most of the book describes the affinities and clashes of personality leading to GM's adoption and Ford's rejection of a performance-control

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system. The final chapters describe GM's generally superior performance but show why GM, in spite of that, has had difficulties in meeting recent challenges. Here is exciting history with a compelling message.

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**Tom Crumm thinks**

*Page 41/99*

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**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**

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**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**

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**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.**

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**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**

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**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**

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**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**

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**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.  
The author presents  
case studies of Ford  
Motor Company,  
General Motors, and**



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**IBM (International Business Machines) and examines their organizational patterns in the context of the economic and political features of the world economy during the three specific time periods of 1905-1927, 1958-1965, and 1963-1980. Aspects of initial organizational structures, corporate**

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**crises, the impact of World War I and World War II on global businesses, corporate efforts at domestic and overseas expansion, and product diversification are discussed.**

**Please note that the content of this book primarily consists of articles available from Wikipedia or other**

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**Pages: 111. Chapters:  
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Chevrolet, Oldsmobile,  
Lincoln, Cadillac,  
Buick, Pontiac, Ford  
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Motors, Packard,  
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**General, Aurica  
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Automobile Company,  
Velie, Hennessey  
Venom GT, Rivian  
Automotive, Wildfire,**

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**Playboy Automobile  
Company, Pope  
Manufacturing  
Company, Daniels  
Motor Company,  
Electrobat, Electric  
Vehicle Company,  
Pennant, Ronn Motor  
Company. Excerpt:  
Ford Motor Company  
(NYSE: F) is an  
American  
multinational  
automaker based in**

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**Dearborn, Michigan, a suburb of Detroit. The automaker was founded by Henry Ford and incorporated on June 16, 1903. In addition to the Ford and Lincoln brands, Ford also owns a small stake in Mazda in Japan and Aston Martin in the UK. Ford's former UK subsidiaries Jaguar**

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**and Land Rover were sold to Tata Motors of India in March 2008. In 2010 Ford sold Volvo to Geely Automobile. Ford discontinued the Mercury brand after the 2011 model year. Ford introduced methods for large-scale manufacturing of cars and large-scale management of an**

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**industrial workforce  
using elaborately  
engineered  
manufacturing  
sequences typified by  
moving assembly lines.  
Henry Ford's methods  
came to be known  
around the world as  
Fordism by 1914. Ford  
is the second largest  
automaker in the U.S.  
and the fifth-largest in  
the world based on**



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**annual vehicle sales in 2010. At the end of 2010, Ford was the fifth largest automaker in Europe. Ford is the eighth-ranked overall American-based company in the 2010 Fortune 500 list, based on global revenues in 2009 of \$118.3 billion. In 2008, Ford produced 5.532 million automobiles and**

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employed...

**One industry has had more impact on life in America than any other before or since. Here is the story of two men and one company at the start of it all. You couldn't find two more different men. Billy Durant was the consummate salesman, a brilliant wheeler-dealer with grand**

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**plans, unflappable energy, and a fondness for the high life. Alfred Sloan was the intellectual, an expert in business strategy and management, master of all things organizational. Together, this odd couple built perhaps the most successful enterprise in U.S. history, General**

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**Motors, and with it an industry that has come to define modern life throughout the world. Their story is full of timeless lessons, cautionary tales, and inspiration for business leaders and history buffs alike. Billy, Alfred, and General Motors is the tale not just of the two extraordinary men of**

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**its title but also of the formative decades of twentieth-century America, through two world wars and sea changes in business, industry, politics, and culture. The book includes vivid, warts-and-all portraits of the legends of the golden age of the automobile, from “Crazy” Henry Ford, Ransom Olds,**

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**and Charles Nash to  
the brilliant but  
uncredited David  
Dunbar Buick and  
Cadillac founder  
Henry Leland. The  
impact of Durant and  
Sloan on their  
contemporaries and  
their industry is  
matched only by the  
powerful legacy of  
their improbable and  
incredible partnership.**

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**Characters, events, and context -- all are brought skillfully and passionately to life in this meticulously researched and supremely readable book.**

**Daimler-Benz,  
Volkswagen, Ford  
Motor Company, and  
General Motors  
The Driving Force  
Behind the Holocaust :**

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a Thesis

General Motors and  
Ford

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Ford Disinvest from  
South Africa

From Aino Aalto to  
Eva Zeisel (More than  
100 profiles of  
pioneering women  
designers, from  
industrial to fashion  
design)

General Motors,

*Page 64/99*



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Chrysler, Jeep,  
Chevrolet, Oldsmobile,  
Lincoln, Cadillac,  
Buick, Pontiac, Ford  
Motor Company,  
Ford, General Motors,  
and the Nazis  
U.S. Motor Industry in  
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International Labor  
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Ford, General Motors,

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and the Automobile

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General Motors  
and Ford: Light  
Trucks, Vans,  
Passenger Cars

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covering

General Motors

350 cu in (5.7

liter), 379 cu

in (6.2 liter),

397 cu in (6.5

liter), and

Ford 420 cu in

(6.9 liter),

445 cu in (7.3

liter), and 445

cu in (7.3

liter Power

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Stroke) · Step-  
by-Step  
Instructions·  
Fully  
Illustrated for  
the Home  
Mechanic·  
Simple  
Maintenance to  
Major Repairs ·  
Tools and  
equipment· Shop  
practices· Trou

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bleshooting.

Routine

Maintenance.

Engine Repairs

and overhaul.

Cooling system.

Fuel system.

Electrical

system

With an updated

Afterword by

the author This

is the epic

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saga of the American automobile industry's rise and demise, a compelling story of hubris, missed opportunities, and self-inflicted wounds that culminates with

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the president  
of the United  
States ushering  
two of  
Detroit's Big  
Three car  
companies—once  
proud symbols  
of prosperity—t  
hrough  
bankruptcy.  
With  
unprecedented

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access,

Pulitzer Prize  
winner Paul  
Ingrassia takes  
us from factory  
floors to small-  
town  
dealerships to  
Detroit's  
boardrooms to  
the White  
House.

Ingrassia



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answers the big questions: Was Detroit's self-destruction inevitable? What were the key turning points? Why did Japanese automakers manage American workers better than the

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American  
companies  
themselves did?  
Complete with a  
new Afterword  
providing fresh  
insights into  
the continuing  
upheaval in the  
auto  
industry—the  
travails of  
Toyota, the

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revolving-door  
management and  
IPO at General  
Motors, the  
unexpected  
progress at  
Chrysler, and  
the Obama admin  
istration's  
stake in  
Detroit's  
recovery—Crash  
Courseaddresses

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a critical

question:

America bailed  
out GM, but who  
will bail out  
America?

The threat of  
concentration  
camps, untimely  
strikes, and  
propaganda  
influenced Ford  
and GM's war

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efforts in the  
U.S. and  
Europe. Dealing  
with both the  
brutal Nazi  
regime and  
Communist  
attempts to  
influence  
American  
opinion,  
leaders at Ford  
and GM attempt

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to balance  
loyalty to  
their  
corporations  
and homeland.  
My Years With  
General  
MotorseNet  
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Ford, General  
Motors, and  
IBM, the  
Emergence of  
the  
Transnational  
Enterprise  
Sources and  
Readings  
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Domestic  
Vehicles : Daim  
lerChrysler,

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Ford Motor Co.,  
General Motors  
Designing the  
General Motors  
Performance-  
control System  
Ford, General  
Motors and  
Chrysler  
Diesel

Chrysler  
Motors, Ford



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General Motors,  
Jeep  
Motor Auto  
Repair Manual,  
2004  
A Comparative  
Study of  
Chrysler, Ford,  
and General  
Motors  
Requests by  
General Motors

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and Ford to  
Reduce Fuel  
Economy  
Standards for  
MY 1981-85  
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Automobiles.  
Report  
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A Management  
Comparison  
Unsafe at Any

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"By carefully examining the automotive companies' collaboration with the Reich and placing it in an international context, the book is indispensable

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reading for all  
who are  
interested in  
the moral  
implications of  
capitalist  
economies under  
totalitarian  
conditions." \*

The  
International  
History Review  
(Hans Mommsen)

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"...comprehensive  
ve ...a  
plethora .....  
The roller-  
coaster life of  
the flamboyant  
creator of  
General Motors  
William C.  
Durant did big  
things the big  
way: he  
overreached,

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but, until his final failure, he picked up the pieces time after time to confound his competitors. From a turbulent childhood in the small town of Flint, Michigan, to

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his phenomenal success in creating General Motors, Durant's meteoric career easily rivals the success stories of modern legends like Ted Turner, Rupert Murdoch, and

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Bill Gates.

With his  
trademark smile  
and personal  
charisma,  
Durant  
assembled  
General Motors  
in a few short  
years, buying  
companies at  
the rate of one  
every thirty



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days. Durant's deal-making artistry even tempted Henry Ford, and had Durant upped his acquisition price Ford would be a division of GM today. Durant's story illuminates the

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conflict  
between  
innovation and  
control of  
innovation -of  
the uneasy  
alliances  
struck again  
and again  
between  
inventors and  
their sources  
of capital. His

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years of heady  
success  
building  
General Motors  
were marked by  
epic struggles  
with bankers.  
But he depended  
on only a few  
sources of big  
money to  
finance his  
exploding

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business, and  
pitted himself  
against forces  
he

underestimated  
or refused to  
consider.

Gambling on a  
run on GM  
stock, he was  
finally forced  
into a buyout  
that ousted him

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from his role  
in the GM  
empire. Into  
the dramatic  
tale of this  
early twentieth-  
century mogul  
come the  
fascinating  
automotive  
pioneers -Henry  
Ford, David  
Buick, Charles

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Nash, Albert  
Champion, Louis  
Chevrolet, and  
Alfred P.  
Sloan. On Wall  
Street, J. P.  
Morgan turned  
down Durant's  
request for a  
loan while  
Pierre du Pont  
invested in  
Durant's

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expansion.

Tracing the fortunes of a man and his era, *The Deal Maker* is a fast-paced, rousing tale of Durant's dizzying success and ultimate failure.

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Procedures  
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Economy  
Women in Design  
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Motors and the  
Automobile

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Industry

Withdrawal

Pains

A Study of the

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The American

Automobile

Industry's Road

to Bankruptcy

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Beyond  
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the Rise of  
General Motors,  
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Days of Detroit