

# Case Study

Student's Name

Institutional Affiliations



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## Question 1

Out-group refers to individuals in a particular group who do not feel part of the larger group. They have several characteristics. One of the characteristics is that they may be in opposition with the strategies of the larger group (Northouse, 2012). Some of them feel alienated and discriminated against. In the case study of NUMMI Commandoes, the out-group was the NUMMI Commandoes. They received stiff opposition from the plant managers. When these plant managers saw the success of NUMMI, they considered it as a threat to their status since some of them felt they would lose their positions and ranks. The union members were also against the concept introduced by the NUMMI. NUMMI Commandoes formed since they wanted to bring change in the operations of GM. After the joint venture between Toyota and GM for the revival of Fremont plant, NUMMI Commandoes learnt a lot from Total Production System of Toyota. They wanted to introduce the principles learnt in GM's processes. However, they received opposition from managers because many people felt that their positions would be threatened with the introduction of Total Production System into GM's processes. In fact, some of the managers stated that they did not like the fact that they would need to share parking lot and cafeteria with non-management workers.

## Question 2

The out-group did not have negative effect to the other members of the group. They wanted to bring efficiency in GM's processes. When the Commandoes tried to revamp the plant located in Van Nuys, they faced stiff opposition. When they tried new training methods on

the management and workers of this plant, their techniques were not accepted. The methods were opposed since they would allow sharing of jobs between senior managers and junior employees. The Commandoes stated that they did not receive support from above and it was therefore not easy for them to implement the lessons that they learnt from NUMMI to all the plants of GM. The other members of the group had to ignore the Commandoes. This is because they did not receive support from the senior management.

### Question 3

Several strategies can be used while dealing with out-group members. They include listening to the contribution of the out-group members, recognizing the unique contribution of the out-group members, helping the out-group members to feel included, and giving the out-group members a voice and empowering them to act (Northouse, 2012). The management of GM used the strategy of empowering the out-group members to act. This was after the 1991 recession and car sales slumped. The Commandoes were given an opportunity of participating in management. The Commandoes were given the authority of introducing their proposed changes. However, they still received opposition from plant managers. They were also given the authority of implementing their proposal in the GM's outlets that were located in Brazil and Germany. With the power given to them, they were able to implement NUMMI within 24 months making GM's plant in Brazil the most profitable.

### Question 4

GM would have been very far if it listened to the NUMMI Commandoes. Its profitability would have been very high. When GM adopted the Global

Manufacturing System in 2005, the quality of its products improved significantly. It suggests that if it had listened to NUMMI Commandoes, it would have improved the quality of its cars since inception of the NUMMI project. The fact that Brazil's plant became the most profitable branch after it adopted NUMMI shows that its concepts would have led to massive growth of GM if they were implemented in all its plants. GM would have avoided bankruptcy because it would have enough cash flow to finance the \$172.81 billion debt.

# Reference

Northouse, P. G. (2012). *Introduction to leadership concepts and practice*.  
New York: Sage Publications