In recent years, widespread organisational change in large corporations has almost invariably led to work intensification and increased stress for managers. Managing in the Modern Corporation explains how and why large companies have changed their organisational structures and philosophies, focusing in particular on how these changes affect the careers of middle managers. Based on in-depth interviews with over 200 middle and senior managers working in large corporations in the USA, the UK and Japan, it shows how the working lives of managers have been subjected to major disruption, involving work intensification and reduced opportunities for career progression. Furthermore, it argues that such widespread overwork and poor treatment of highly skilled and highly motivated staff has created a major international problem that must be addressed. The book discusses a range of solutions to this significant problem, suggesting that there are possibilities for saner, less brutal organisational environments.

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Managing in the Modern Corporation

The Intensification of Managerial Work in the USA, UK and Japan

JOHN HASSARD,
LEO MCCANN
AND
JONATHAN MORRIS
For Roisin, Kate and Catherine
## Contents

**Acknowledgements**  
ix  

**About the cover**  

1. Going under the knife: Downsizing and de-layering the modern corporation  
   - How much corporate change?  
   - Why restructure?  
   - Assessing the impacts of restructuring on middle managers  
   - Who are the middle managers? And why study them?  
   - Restructuring public administration: Different roots, similar outcomes  
   - Conclusions  

2. Exploring corporate life: A realist view on management restructuring  
   - Theorising the organisation and control of managerial labour  

3. Living in the house that Jack built: Management restructuring in America  
   - USRecruit: ‘You had a job for life, even if you stunk’  
   - USElectronics: ‘Cutting and caring’  
   - USBank2: ‘Love and trust in the matrix’  
   - USAuto: ‘Not empowered, just more responsible’  
   - US Engineering: ‘Every day is a final exam’  
   - Conclusions  

4. Maximising shareholder value: Management restructuring in Britain  
   - UKAuto: ‘What is the rationale? The rationale is saving fucking money!’  
   - UKUtilities: ‘We are here to make money for shareholders’  
   - UKInsurance: ‘Managing in a “one per cent environment”’  

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John Hassard, Leo McCann and Jonathan Morris  
Frontmatter  
More information
UKBank: ‘There is life beyond it, but you don’t think that at the time’ 165
Conclusions 174

5 New world of the salaryman: Management restructuring in Japan 175
JAutoComps and JAutoGroup: ‘Managing the cost-down strategy’ 187
JElectronics: ‘A difficult economic scenario’ 203
JEngineering: ‘Increasing the per capita activity’ 206
JSteel: ‘Many ranks and layers just flattened’ 209
JUSBank: ‘In Japanese companies they’ve got boys’ jobs and girls’ jobs’ 215
Conclusions 223

6 Fighting back? Addressing the human costs of management restructuring 228
The human costs of change: Overwork, stress and anxiety 229
The modern corporation: Increased pressure, heightened tension 232
Resisting the new organisational ideology 239
The limits of ‘responsible restructuring’ 245
Restoring the dignity of managerial work 250
Conclusions 255

Appendix 258
References 260
Index 274
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About the cover

In seeking a suitable cover graphic for the book, we scanned literally hundreds of images on various websites; in the end we picked a simple paper-chain. As some readers may have guessed, this was chosen to resonate with the book that provides much of the inspiration for our study, Harry Braverman’s *Labor and Monopoly Capital: The Degradation of Work in the Twentieth Century* (1974/1998), the cover of which features a similar paper-chain design. However, whereas Braverman’s paper-chain from the 1970s is continuous and strong, ours of the new century is divided and weak: in contrast to Braverman’s intact and united workforce, ours has been downsized and restructured.