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978-0-521-84582-3 - Managing in the Modern Corporation: The Intensification of Managerial Work in the USA, the UK and Japan

John Hassard, Leo McCann and Jonathan Morris

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Managing in the Modern Corporation

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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For Roisin, Kate and Catherine

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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.