CORPORATE MANAGEMENT:
ITS POWER AND RESPONSIBILITY**

1. The Corporation: Its Organization


This work sheds light on the internal governance of the large-scale industrial corporation. The examination includes a discussion of the "forces at work today that could lead to extensive restructuring of corporate governmental systems in the near future, either by corporate managements themselves, by public agencies, or by both."


In "a spirited invasion of the privacy of the Big private enterprise," the author discusses such organizational characteristics as communications networks, rules of order, competition, and conflict. Of special interest are the lively and penetrating analyses of management power and rewards. The chapter on "Private Socialism" probes deeply into the fate of rugged individualism in the contemporary corporation.

2. Corporate Management: Its Beliefs


This well-known American industrialist writes from the inside and discusses a variety of "myths": "of communications," "of the organization chart," "of the almighty dollar," "of the specialist," "of the overworked executive," "of the wicked politician," "of the rugged individualist," and many others.


This comprehensive work attempts to set forth the "ideology" of

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**Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
American businessmen as systematically derived from content analysis of a variety of materials published since World War II. With reference to the executive function, the authors' observations include: executives believe their work is generally not understood; their major function focuses on decision making; uncertainty is a major characteristic of their role; executives are very much aware of the differences between their own and highly specialized technical roles.

3. Corporate Power: The Commentators


This classic work sets forth in bold detail the major questions which have challenged thinkers on the corporation for a quarter of a century. The great growth of large corporations, their powerful influence in the United States, the divergence between owners of stock and managers have led to concern with the social role of big corporations.


Berle surveys the continuing evolution of economic power. The growth of stock held by insurance companies and pension and mutual funds promises to put great voting power in their hands. The choice of corporation directors and management is thus moving still further from the control of actual or beneficial stockholders. The central question of the legitimacy of corporate economic power and the role of management is thus raised. The importance of managerial competence and public consensus, sanctioned by governmental power, give legitimacy and spur efficiency of the corporation in the community interest.


This case study of one essential industry disputes the position of countervailing power on the limits placed on corporate power by public opinion. The author traces the activities of industry in local, state, national, and international politics. He believes that planning is a key factor in corporate decision making. But it is planning for private ends, not for public welfare. Liberal democracy can only survive by far more active intervention and regulation of the petroleum industry.


The writer's major concern is with the central role of the corporation, not only in the economic sphere, but in its influence on the American
and differences. A key chapter deals with "the bureaucratization of economic enterprises" as a central characteristic of early and contemporary industrialization.


Based on interviews with former Soviet managerial officials and published Soviet sources, this research study is primarily concerned with the patterned deviations from prescribed rules which characterize managerial behavior. These deviations fall into three groups: "ways of maintaining various kinds of reserves on which the enterprise can depend in case of need"; "ways of simulating the fulfillment of plan targets which in fact are not fulfilled"; "the use of influence to further the interests of the individual enterprise."


The countries visited by the author include West Germany, France, the United Kingdom, and Belgium. Among the questions considered are how managers are chosen in each of the countries, their class background, their ability to pass on their rewards and positions to their children, the degree to which the distinction between owners and managers is meaningful, and the relative prestige of business activity. References to the American experience make this an interesting work for those concerned with comparative analysis.


The authors attempt to formulate "a general concept of the management of industrial organization which is applicable to advanced as well as newly industrializing countries." They maintain that "the direction and pace of the march toward industrialism depends upon the groups which provide the leadership in organizations." Empirical references include, in addition to the United States, India, Egypt, Chile, Israel, France, Italy, Japan, Germany, Sweden, Great Britain, and the Soviet Union.


The author begins with the observation that West Germany's economic growth since World War II has been beyond all expectations. To what extent has managerial talent been responsible? How can the stability of management authority be explained? "Where is management authority most vulnerable, where is it actually being eroded?" To what extent is labor participation promoted? The book deals with these questions by explaining "managerial authority and organization primarily in terms of accepted value systems."