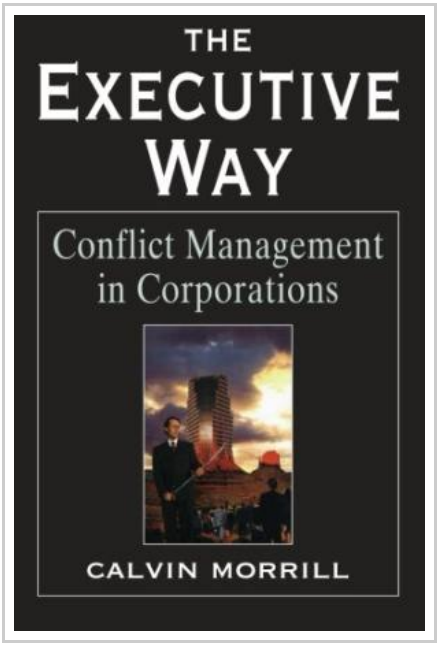

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The Executive Way: Conflict Management in Corporations

By Calvin Morrill

The University of Chicago Press. Paperback. Book Condition: new. BRAND NEW, The Executive Way: Conflict Management in Corporations, Calvin Morrill, What causes conflict among high-level American corporate executives? How do executives manage their conflicts? Based on interviews with over two hundred executives and their support personnel, Calvin Morrill seeks to answer these and other questions and also provide an intimate portrait of these men and women as they cope with problems usually hidden from those outside their exclusive ranks. Personal and corporate scandals, compensation battles, budget worries, interdepartmental rivalries, personal enmities, and general rancor are among the topis looked at. The author asserts that what most influences the way managers handle routine conflicts are the cultures created by their company's organizational structure: whether there is a strong hierarchy, a weak hierarchy, or an absence of any strong central authority. The issues most likely to cause conflict within corporations he identifies as managerial style, competition between departments, and performance evaluations, promotions, and compensation. Among the people whose day-to-day lives are studied are Jacobs, a divisional executive whose intuitive understanding of the corporate hierarchy enables him to topple his incompetent superior without direct confrontation; Fuller, who through a mix of brains, guile,...

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