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Moral Mazes

The World of Corporate Managers

TWENTIETH ANNIVERSARY EDITION

Robert Jackall

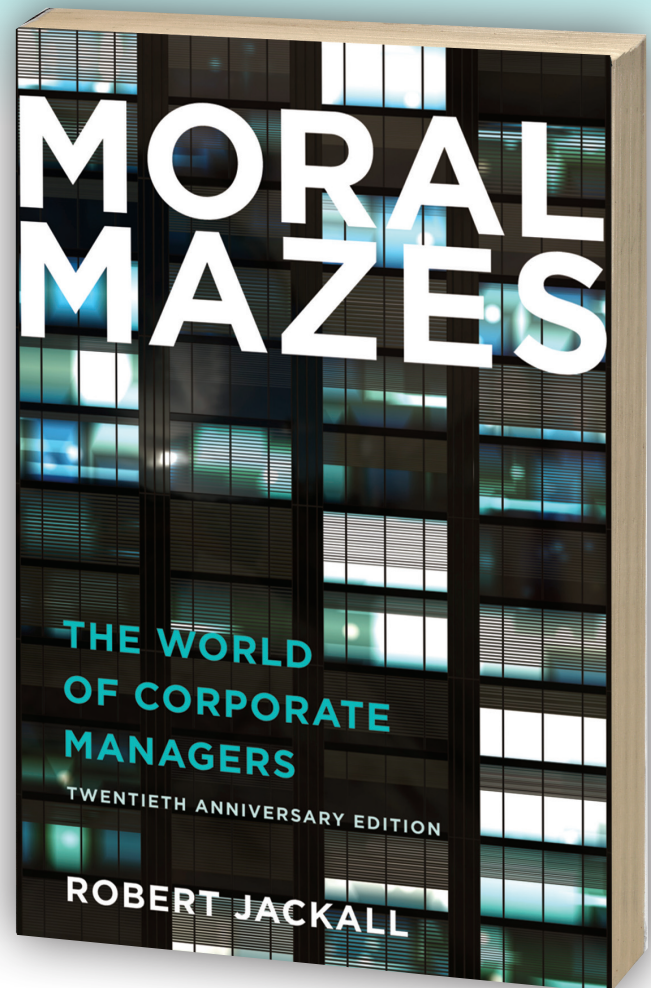
“The real value of *Moral Mazes* is in its lucid, literate description of the world in which managers’ live.... Every business student and budding manager would be well advised to read this account.”

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“A finely honed tour of an odyssey of moral transformation... a brilliant work.”

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This classic study of ethics in business presents an eye-opening account of how corporate managers think the world works, and how big organizations shape moral consciousness. Robert Jackall takes the reader inside a topsy-turvy world where hard work does not necessarily lead to success, but sharp talk, self-promotion, powerful patrons, and sheer luck might. What sort of everyday rules-in-use do people play by when there are no fixed standards to explain why some succeed and others fail? In the words of one corporate manager, those rules boil down to this maxim: “What is right in the corporation is what the guy above you wants from you. That’s what morality is in the corporation.” This brilliant, disturbing, funny look at the ethos of the corporate world presents compelling real life stories of the men and women charged with running the businesses of America. **This anniversary edition includes an afterword by the author linking the themes of *Moral Mazes* to the financial tsunami that engulfed the world economy in 2008.**



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Robert Jackall is Professor of Sociology and Chairman of the Department of Anthropology and Sociology at Williams College. He is the author of *Workers in a Labyrinth: Jobs and Survival in a Bank Bureaucracy*, and of many essays and reviews in publications such as *Harvard Business Review*, *America*, *Commonweal*, *Science*, and *Contemporary Sociology*. He also co-edited *Worker Cooperatives in America* with Henry M. Levin.

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