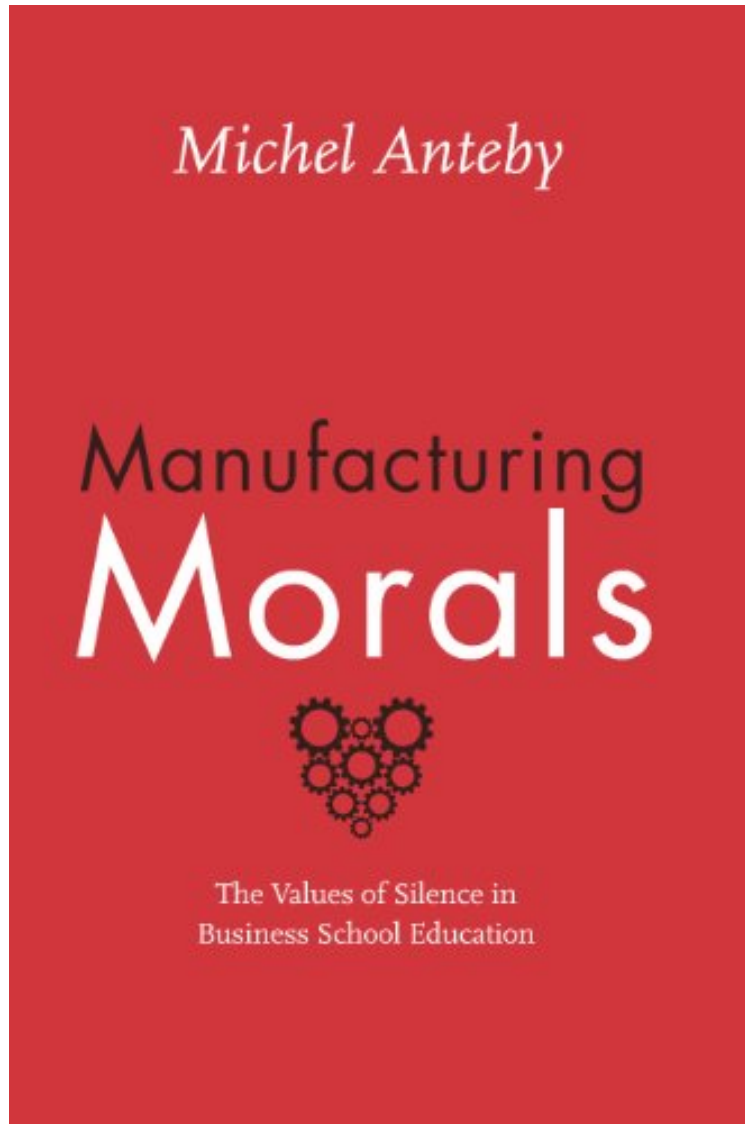


Manufacturing Morals: The Values of Silence in Business School Education

Michel Anteby

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Michel Anteby : Manufacturing Morals: The Values of Silence in Business School Education before purchasing it in order to gauge whether or not it would be worth my time, and all praised Manufacturing Morals: The Values of Silence in Business School Education:

0 of 0 people found the following review helpful. An insider's account of the workings of Harvard Business School By Larry T. An insider's account of the workings of Harvard Business School, this book could be of interest to prospective business school faculty and students. Written with clarity and some irony, the book goes through the daily routine of

an assistant professor at the School and places it in a historical and theoretical context. By "morals," the author means "the way things are done," "what is expected," or "conventions." His thesis is that such morals are transmitted mainly in a nonverbal way. I enjoyed reading the book and think that it is worth its price. 0 of 0 people found the following review helpful. Fascinating observations about the creation of a culture By Customer Michel Anteby manages in this book to directly address a complex question: how can an institution full of highly intelligent, highly individualistic employees have a culture that is strong, coherent, and internalized. Through copious first-hand observation, Anteby painstakingly illuminates an inside picture of the Business School at Harvard. While the method of alternating between institutional facts and personal experience can at times be disjointed, the anthropological observation of a particularly high-status institution more than makes up for it. A one-of-a-kind book. 1 of 2 people found the following review helpful. Groundbreaking Point of View By Intellectually Curious Michel Anteby is a sociologist who conducted an ethnography of the Harvard Business School. He studied the School's culture, while also working there as a faculty member. The book richly documents - often with humor - the School's inner working, daily operations, and how students learn. It's a fantastic read for anyone curious to learn how the School "thinks." But more importantly, the book also provides a peak into the making of what Anteby calls "corporate morality." Indeed, he notes that the School has often aspired to moralize business conduct and explains how it goes about doing that. Among the important points made in the book, he describes a system that refrains from taking any specific moral standpoint. In a sense, people are left alone to decide what's right or wrong. This silence - that the book beautifully and convincingly describes - can seem at times a bit frightening. In light of the recent financial crises, we cannot help but wonder if that silence really promotes proper ethics. The book is a penetrating account of Harvard's MBA education from an insider who understands both its culture and moral implications. While it might leave some important questions open, it also lets the reader make up his or her own mind.

Corporate accountability is never far from the front page, and as one of the world's most elite business schools, Harvard Business School trains many of the future leaders of Fortune 500 companies. But how does HBS formally and informally ensure faculty and students embrace proper business standards? Relying on his first-hand experience as a Harvard Business School faculty member, Michel Anteby takes readers inside HBS in order to draw vivid parallels between the socialization of faculty and of students.

"This book helps us understand both the nature of the moral perspective manufactured in business schools globally and why that perspective has been so resistant to calls for change." Alison Davis-Blake, *Administrative Science Quarterly* "Manufacturing Morals is a fun read. It's packed with stories about what it's like to teach at a leading (arguably, the leading) business school... and is a useful guide to creating corporate culture via 'vocal silence.'" Ted Kinni, *Strategy+Business* "If you've ever wondered what it's like to be a faculty member at Harvard Business School Manufacturing Morals is the place to start." Tim Hallett, *American Journal of Sociology* From the Back Cover "Michel Anteby's spare but well-chosen words offer an up-close and personal look at the inner workings of what many call the West Point of American capitalism. Theory and reflexivity intermingle as the quotidian manners and mores, rituals and routines absorbed by junior faculty members at the school are put forth and sharply interrogated. Manufacturing Morals is a deft reimagining of organizational silence as sometimes a message, a provocation, a comfort, or an excuse." (John Van Maanen, MIT)