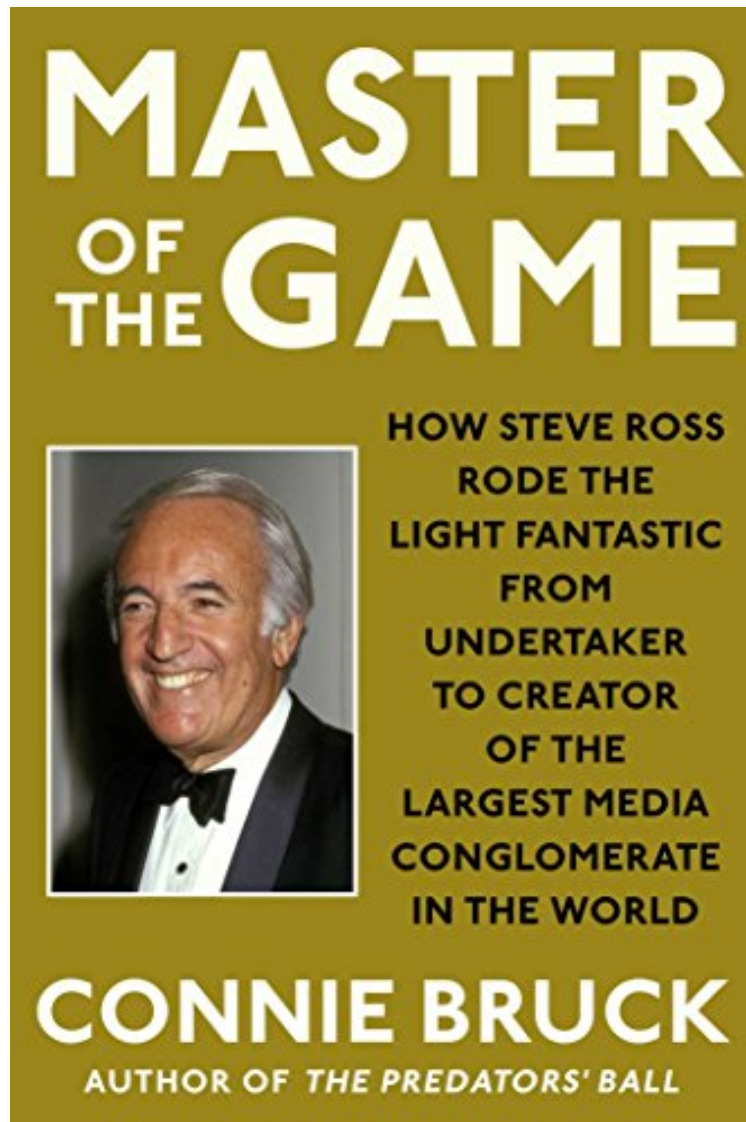


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Master of the Game

Connie Bruck

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Connie Bruck : Master of the Game before purchasing it in order to gage whether or not it would be worth my time, and all praised Master of the Game:

0 of 0 people found the following review helpful. read if you wanna learn the history of Time WarnerBy JB VickIt's an ok read. Lots of details about stuff that didn't really matter from a long time ago before the Internet. Interesting to note that this guy probably set in motion the process of CEO's looting the corporate treasury for their own personal gain with total disregard for the shareholders, a practice that became de figure with CEO's in the 90's. Some interesting tidbits in here about how they planned to buy Turner away back in the early 90's. Wish there was more about Ross and what made him do things he did. Guy spent money like a drunken sailor. Read it and you will know how David Geffen

and Spielberg became so rich.³ of 3 people found the following review helpful. How May I Serve You?By Ravi MadhavanInteresting book about a very interesting man. How may I serve you was Steve Ross's greeting to the family of the departed when he was a funeral director. He used that keen awareness and ability for empathy expand his funeral company into NYC parking garages, rental cars, music business, movies, cable and finally into the largest media company in the world - Time Warner. The book was a biography and well written by Connie Bruck. My 3 stars are mainly because I was more interested in the business side rather than Ross's personal life. The latter part on the Time Warner merger provided a lot of details from her original New Yorker articles and new interviews for the book. At times she was very enamored of Ross but that was his strength. However this was balanced in the end where Ross's light seemed to have diminished.⁰ of 0 people found the following review helpful. Insightful tale of a master deal makerBy Mr. William FunderburkI fully enjoyed Ms. Bruck's attention to biographical details and almost psychoanalytic, family-of-origin evaluation of Steve Ross and those who influenced him and the formation of Time Warner. It made for fascinating reading and I would consider it great reading for anyone interested in understanding the sometimes colorful, oftentimes imperfect, always quite intelligent people who drive the entertainment and publishing industries. Great dealmaking precursor to convergence of media and Internet.

Award-winning journalist Connie Bruck's biography of media mogul Steve Ross captures the highs and lows of Ross's career in a narrative as fast-paced as the life it depicts; (Publishers Weekly). Born to Jewish immigrant parents in 1920s Brooklyn, Steven Jay Reznitz would become an unstoppable force in the world of business, a figure both revered and reviled by those who knew him. His early ventures—a limousine rental service operated under the auspices of his father-in-law's Manhattan funeral home and a parking lot company whose co-owners harbored dubious connections to the criminal underworld—inspired a taste for substantial risk that was outpaced only by Ross's success in turning that risk into profit. In a career that spanned both Wall Street and Hollywood, Ross's mastery of obfuscation, deflection, denial, and his imaginative approach to the law finally culminated in the empire he had long craved: Time Warner, the largest media and entertainment company in the world. Extraordinary in its depth of coverage, startling in its frankness, *Master of the Game* is a riveting journey through the mind and career of a man who was by turns flamboyant, charismatic, and completely outrageous—an unstoppable force in the pursuit of an outsized dream.

From Publishers WeeklyThis account of the man who began his career as a funeral director and rose to become the chairman of the largest media company in the world is as fast-paced as the life it depicts. Through interviews with some 250 people, including Ross himself, Bruck (*The Predator's Ball*) chronicles Ross's rapid transformation from an unknown, if ambitious, businessman to a media tycoon that began with his purchase of Warner Bros.-Seven Arts in 1969, a company that would eventually become Warner Communications. Bruck does not shy away from describing Ross's character flaws and business mistakes, and she notes that allegations of questionable business practices dogged him much of his business life. Indeed, one of the longest sections of the book deals with the Westchester Premiere Theatre kickback scandal of the late '70s and early '80s in which several of Ross's top aides were convicted of fraud and perjury, although he himself avoided prosecution. Another lengthy chapter examines the Atari disaster, in which the rapid rise and fall of the video game company—a Warner subsidiary—nearly bankrupted Warner. For all his shortcomings, Ross, who died in 1992 at the age of 65, is depicted here as a charming, shrewd and visionary man who loved entertainers and the entertainment business. He emerges as better qualified to lead Time Warner than Gerald Levin who succeeded him, and who is portrayed by Bruck as a brilliant but uninspiring man who, the author suggests, will find it difficult to fully integrate Time Warner for the multimedia age. Although Bruck's book is riveting, one nevertheless wonders if there isn't more to Ross's story waiting to be told. Photos not seen by PW . Copyright 1994 Reed Business Information, Inc. From Library JournalBruck, famous for her muckraking book about Michael Milken (*Predator's Ball*, LJ 3/15/89), unveils another power person's reckless spending habits and questionable management actions. Bruck uncovers details about Ross and the Time-Warner merger that are not in Richard Clurman's *To the End of Time* (LJ 2/1/92). Unfortunately, the abundant detail loses the reader at times, and Bruck is so focused on the wrongdoings of Ross and those at Time, Inc., that she offers little insight about the future of the company. Nonetheless, academics and business people will probably demand this book. Weakly recommended.--Rebecca A. Smith, Harvard Business Sch. Lib. Copyright 1994 Reed Business Information, Inc. From BooklistBruck wrote the best-selling, hard-hitting, and controversial *Predators' Ball* (1988), which exposed the excesses of Drexel Burnham Lambert and Michael Milken. Now she profiles the charismatic, manipulative Steve Ross, who successfully engineered the last big buy-out of the 1980s in the bitter takeover battle between Time, Inc. and Warner Communications, which Ross headed. While Richard Clurman has already written *To the End of Time: Seduction Conquest of the Media Empire* (1992), a well-regarded account of the takeover battle from Time's point of view, Bruck offers an engrossing biographical and psychological portrait of Ross himself. Based on extensive interviews with more than 250 sources, including Ross himself before his death, she deftly chronicles Ross' rise to power and fortune. This likely best-seller

grew out of two pieces Bruck originally did in 1990 and 1992 for the New Yorker. David Rouse