



Master of the Game

By Connie Bruck

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A chronicle of the career of Steve Ross, the entrepreneur who built Time Warner, explores both the high life of success and luxury and the low life of dirty deals and Mafia involvement. 100,000 first printing. Tour. First serial, *The New Yorker*.

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Editorial Review

From Publishers Weekly

This 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 Predators' 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 .

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From Library Journal

Bruck, 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.*

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From [Booklist](#)

Bruck 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*

Users Review

From reader reviews:

Barbara Richardson:

In this 21st century, people become competitive in each way. By being competitive right now, people have do something to make these people survives, being in the middle of the actual crowded place and notice by surrounding. One thing that oftentimes many people have underestimated the idea for a while is reading. Yep, by reading a book your ability to survive boost then having chance to stay than other is high. For you personally who want to start reading the book, we give you this kind of Master of the Game book as basic and daily reading e-book. Why, because this book is usually more than just a book.

Kim Armstrong:

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Brent Jones:

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Melinda Brown:

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