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NEW YORK TIMES BOOK REVIEW

PAUL CARROLL

# BIG BLUES

The Unmaking of IBM



# Big Blues The Unmaking Of Ibm

**Josh Lerner, Scott Stern**



## **Big Blues The Unmaking Of Ibm:**

Big Blues Paul Carroll, 1994 A reporter who spent seven years covering IBM for the Wall Street Journal tells the inside story of the giant corporation's fall from grace This edition includes an afterword updating IBM's fortunes after Louis Gerstner's first year as the company's CEO A History of Modern Computing, second edition Paul E. Ceruzzi, 2003-04-08 From the first digital computer to the dot com crash a story of individuals institutions and the forces that led to a series of dramatic transformations This engaging history covers modern computing from the development of the first electronic digital computer through the dot com crash The author concentrates on five key moments of transition the transformation of the computer in the late 1940s from a specialized scientific instrument to a commercial product the emergence of small systems in the late 1960s the beginning of personal computing in the 1970s the spread of networking after 1985 and in a chapter written for this edition the period 1995 2001 The new material focuses on the Microsoft antitrust suit the rise and fall of the dot coms and the advent of open source software particularly Linux Within the chronological narrative the book traces several overlapping threads the evolution of the computer's internal design the effect of economic trends and the Cold War the long term role of IBM as a player and as a target for upstart entrepreneurs the growth of software from a hidden element to a major character in the story of computing and the recurring issue of the place of information and computing in a democratic society The focus is on the United States though Europe and Japan enter the story at crucial points on computing per se rather than on applications such as artificial intelligence and on systems that were sold commercially and installed in quantities **The Rate and Direction of Inventive Activity Revisited** Josh Lerner, Scott Stern, 2012-03-02 While the importance of innovation to economic development is widely understood the conditions conducive to it remain the focus of much attention This volume offers new theoretical and empirical contributions to fundamental questions relating to the economics of innovation and technological change while revisiting the findings of a classic book Central to the development of new technologies are institutional environments and among the topics discussed here are the roles played by universities and other nonprofit research institutions and the ways in which the allocation of funds between the public and private sectors affects innovation Other essays examine the practice of open research and how the diffusion of information technology influences the economics of knowledge accumulation Analytically sophisticated and broad in scope this book addresses a key topic at a time when economic growth is all the more topical **The Way of Strategy** William A. Levinson, 2000-02-17 In 1831 General Carl von Clausewitz wrote that business is war Like war business is a competition between organizations The Way of Strategy is the art and science of managing organizations in competitive situations People organizations and management systems win wars and capture market share In business today the marketplace is the battlefield To win people and systems must deliver quality products and services to stay competitive The Malcolm Baldrige National Quality Award ISO 9000 series of quality standards and total quality management emphasize the same elements of success people organizations

and systems This book unites the legacies of teachers such as Sun Tzu The Art of War Miyamoto Musashi The Book of Five Rings Niccol Machiavelli The Prince and The Art of War Carl von Clausewitz On War and others It describes how their strategies and leadership principles produced military victories Modern business examples show how these timeless principles apply to personal and organizational success After reading the book you ll have a clearer understanding of how military strategy can help you become a successful business leader manager and tactician Invisible Engines David S. Evans, Andrei Hagiu, Richard Schmalensee, 2008-02-15 Harnessing the power of software platforms what executives and entrepreneurs must know about how to use this technology to transform industries and how to develop the strategies that will create value and drive profits Software platforms are the invisible engines that have created touched or transformed nearly every major industry for the past quarter century They power everything from mobile phones and automobile navigation systems to search engines and web portals They have been the source of enormous value to consumers and helped some entrepreneurs build great fortunes And they are likely to drive change that will dwarf the business and technology revolution we have seen to this point Invisible Engines examines the business dynamics and strategies used by firms that recognize the transformative power unleashed by this new revolution a revolution that will change both new and old industries The authors argue that in order to understand the successes of software platforms we must first understand their role as a technological meeting ground where application developers and end users converge Apple Microsoft and Google for example charge developers little or nothing for using their platforms and make most of their money from end users Sony PlayStation and other game consoles by contrast subsidize users and make more money from developers who pay royalties for access to the code they need to write games More applications attract more users and more users attract more applications And more applications and more users lead to more profits Invisible Engines explores this story through the lens of the companies that have mastered this platform balancing act It offers detailed studies of the personal computer video game console personal digital assistant smart mobile phone and digital media software platform industries focusing on the business decisions made by industry players to drive profits and stay a step ahead of the competition Shorter discussions of Internet based software platforms provide an important glimpse into a future in which the way we buy pay watch listen learn and communicate will change forever An electronic version of this book is available under a Creative Commons license

**Microsoft, Antitrust and the New Economy: Selected Essays** David S. Evans, 2006-04-11 No antitrust case in recent history has attracted as much public attention as U S v Microsoft Corp Nor has any antitrust case in memory raised as many complex substantive issues of law economics and public policy Microsoft Antitrust and the New Economy Selected Essays constitutes an early effort to analyze some of the central issues and to put the case in the context of the ongoing debate over the role of government in managing markets especially in technology driven New Economy industries All of these essays it should be noted are written by critics of the government s efforts to regulate Microsoft Indeed many are by individuals who

were closely involved in the company's legal defense and served as consultants to Microsoft. But their work should be judged on the merits rather than their provenance. For all, represent serious scholarship by researchers committed to advancing the debate over government regulatory policies.

**Strategy Beyond the Hockey Stick** Chris Bradley, Martin Hirt, Sven Smit, 2018-02-06. Beat the odds with a bold strategy from McKinsey Company. Every once in a while a genuinely fresh approach to business strategy appears. Legendary business professor Richard Rumelt, UCLA McKinsey Company's newest most definitive and most irreverent book on strategy, which thousands of executives are already using, is a must read for all C-suite executives looking to create winning corporate strategies. *Strategy Beyond the Hockey Stick* is spearheading an empirical revolution in the field of strategy. Based on an extensive analysis of the key factors that drove the long-term performance of thousands of global companies, the book offers a ground-breaking formula that enables you to objectively assess your strategy's real odds of future success. This book is fundamental. The principles laid out here, with compelling data, are a great way around the social pitfalls in strategy development.

Frans Van Houten, CEO Royal Philips N.V. The authors have discovered that over a 10-year period just 1 in 12 companies manage to jump from the middle tier of corporate performance, where 60% of companies reside, making very little economic profit, to the top quintile, where 90% of global economic profit is made. This movement does not happen by magic; it depends on your company's current position, the trends it faces, and the big moves you make to give it the strongest chance of vaulting over the competition. This is not another strategy framework. Rather, *Strategy Beyond the Hockey Stick* shows, through empirical analysis and the experiences of dozens of companies that have successfully made multiple big moves, that to dramatically improve performance you have to overcome incrementalism and corporate inertia. A different kind of book, I couldn't put it down. Inspiring new insights on the facts of what it takes to move a company's performance combined with practical advice on how to deal with real-life dynamics in management teams.

Jane Fraser, CEO Citigroup Latin America.

**To the Digital Age** Ross Knox Bassett, 2007-02-22. The metal oxide semiconductor MOS transistor is the fundamental element of digital electronics. The tens of millions of transistors in a typical home, in personal computers, automobiles, appliances, and toys, are almost all derived from MOS transistors. *To the Digital Age* examines for the first time the history of this remarkable device, which overthrew the previously dominant bipolar transistor and made digital electronics ubiquitous. Combining technological with corporate history, *To the Digital Age* examines the breakthroughs of individual innovators as well as the research and development power and problems of large companies such as IBM, Intel, and Fairchild. Bassett discusses how the MOS transistor was invented but spurned at Bell Labs and then how, in the early 1960s, spurred on by the possibilities of integrated circuits, RCA, Fairchild, and IBM all launched substantial MOS R&D programs. The development of the MOS transistor involved an industry-wide effort, and Bassett emphasizes how communication among researchers from different firms played a critical role in advancing the new technology. Bassett sheds substantial new light on the development of the integrated circuit. Moore's Law, the success of Silicon Valley start-ups, as

compared to vertically integrated East Coast firms the development of the microprocessor and IBM's multi billion dollar losses in the early 1990s To the Digital Age offers a captivating account of the intricate R D process behind a technological device that transformed modern society **PC Magazine** ,1993 **From Airline Reservations to Sonic the Hedgehog** Martin Campbell-Kelly,2004-02-27 A business history of the software industry from the days of custom programming to the age of mass market software and video games From its first glimmerings in the 1950s the software industry has evolved to become the fourth largest industrial sector of the US economy Starting with a handful of software contractors who produced specialized programs for the few existing machines the industry grew to include producers of corporate software packages and then makers of mass market products and recreational software This book tells the story of each of these types of firm focusing on the products they developed the business models they followed and the markets they served By describing the breadth of this industry Martin Campbell Kelly corrects the popular misconception that one firm is at the center of the software universe He also tells the story of lucrative software products such as IBM's CICS and SAP's R 3 which though little known to the general public lie at the heart of today's information infrastructure With its wealth of industry data and its thoughtful judgments this book will become a starting point for all future investigations of this fundamental component of computer history

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