

IBM: How the World's Most Successful Corporation is Managed

David Mercer



Kogan Page

Contents

Chapter 1: Introduction: a Unique Case?	1
IBM: the myth	3
IBM: the model	3
IBM: the lessons	11

Section 1: The History of IBM

Chapter 2: The Fathers	23
Introduction	23
Charles R Flint: the founding father	24
Thomas J Watson: founder of beliefs	26

Chapter 3: The Sons	37
Introduction	37
Tom Watson Jr: Domestic	38
Dick Watson: World Trade	41
The new broom	43
Anti-trust suits	48

Chapter 4: The Bureaucrats	51
Introduction	51
The new management	51
Consolidation	53
Expansion	54
Change	57

Section 2: The Modern IBM: the 'Model'

Chapter 5: Independent Business Units	65
Introduction	65
Why IBUs?	66
Product policy	69
Biomedical: what went wrong?	79
Lessons learnt	83

Chapter 6: The Personal Computer Revolution	88
Introduction	88
The birth of the IBM PC	91
PC Group and Big Blue	97
 Chapter 7: Organization by Controlled Anarchy	103
Introduction	103
Personnel policies	104
Armonk: central management	108
Financial control	118
Corporate culture	125
 Chapter 8: The Countries and Their Divisions	134
Introduction	134
World Trade and Domestic	136
Majors and minors	138
Administration and General	148
 Chapter 9: Sales Supermen?	154
Introduction	154
Sales training	155
Sales strategy	158
 Chapter 10: Party Time!	165
Introduction	165
PC dealers	166
Agents	167
 Chapter 11: End-User Marketing	176
Introduction	176
Customers as individuals	177
Mass marketing	178
Future PC marketing	183

Chapter 12: Personnel and Corporate Affairs	185
Introduction	185
Three basic beliefs	186
Communication channels	197
Public relations	201
Public responsibility	202
 Section 3: The Lessons to be Learnt	
Chapter 13: The Japanese Lesson	209
Introduction	209
IBM and Japanese management	210
Philosophies I	217
Advanced philosophies	231
Conclusion	245
 Appendix A: The Sources of IBM's Financial Strengths	247
 Appendix B: What Should a Customer Expect?	259
 Appendix C: Political Lessons?	275
 Bibliography	299
 Index	301