

# Recently published books by MIT Sloan faculty

**Data, Models, and Decisions:  
The Fundamentals of Management Science**  
by **Dimitris Bertsimas** and **Robert Freund**  
Dynamic Ideas, 2004

This book is designed to introduce management students to the fundamental techniques of using data and management science tools and models to think structurally about decision problems, make more informed management decisions, and ultimately enhance decision-making skills. Used in the MIT Sloan MBA core class, “Data, Models, and Decisions,” the book has also been adopted by many other universities.

**Optimization Over Integers**  
by **Dimitris Bertsimas** and Robert Weismantel  
Dynamic Ideas, 2005

With an eye toward the future, this book provides a unified, insightful, and modern treatment of the theory of integer optimization. The authors depart from the earlier treatments of integer optimization by placing significant emphasis on strong formulation, duality, algebra, and, most importantly, geometry.

**The Outside-in Corporation**  
by **Barbara E. Bund**  
McGraw-Hill, 2006

This book presents a new approach that enables business people to design and operate their businesses (both strategies and actions) based firmly on a customer perspective—in other words, from the outside in. The approach works despite the real-world challenge that there is never as much available information about customers as business people want and need. It leads to marketplace strategies with a clear, explicit customer reason for every marketplace action—strategies with improved probabilities of success, that can be communicated throughout an organization and then understood and implemented by employees at all levels, and that can be adapted effectively as conditions change.

**Product Design and Development (Third Edition)**  
by Karl T. Ulrich and **Steven D. Eppinger**  
McGraw-Hill, 2004

Ulrich and Eppinger present a set of product development techniques aimed at bringing together marketing, design, and manufacturing functions. The integrative methods in the book facilitate problem solving and decision making among people with different disciplinary perspectives, reflecting the current industry trend to perform product design and development in cross-functional teams.

**True Change: How Outsiders on the Inside Get Things Done in Organizations**  
by **Janice A. Klein**  
Jossey-Bass, 2004

Creating real change in manufacturing organizations is no easy task, but Klein believes the presence of three critical elements can go a long way toward achieving that goal. Drawing on her own long-term research and extensive work experience, her book reveals how the power of people (insiders who are able to see problems from an outsider’s perspective), approach (“pulling change”), and system (support infrastructure) combine to turn new ideas and concepts into institutionalized practices. Her research also reveals that certain people inside organizations—“outsiders on the inside”—are key to driving innovation, adaptation, and real change.

**Information Quality**  
Edited by Richard Y. Wang, Elizabeth M. Pierce,  
**Stuart E. Madnick**, Craig W. Fisher  
M.E. Sharpe, 2005

Organizations today have access to vast stores of data that come in a wide variety of forms. But the enormous growth in the quality of data has brought with it growing problems with the quality of information, further complicated by the struggles many organizations are experiencing as they try to improve their systems for knowledge management and organizational memory. Inaccurate data or failure to manage information properly costs businesses billions of dollars each year. This book presents cutting-edge research on information quality and deals with the problem of ensuring quality while processing data into information that companies can use.

### **Inventing the Organizations of the 21st Century**

Edited by **Thomas W. Malone**, Robert Laubacher,

**Michael S. Scott Morton**

The MIT Press, 2003

This much-awaited volume reports on a five-year multidisciplinary research initiative conducted by MIT Sloan and sponsored by leading international corporations. The book outlines the outcome of the goals of the initiative: to understand the way we work, invent new ways of working, and put those innovations into practice.

### **Organizing Business Knowledge: The MIT Process Handbook**

Edited by **Thomas W. Malone**, Kevin Crowston, George A. Herman

The MIT Press, 2003

A multidisciplinary research group at MIT Sloan worked for more than a decade to create a systematic and powerful method of organizing and sharing business knowledge. Their findings have been compiled into this landmark volume that proposes a set of fundamental concepts to guide analysis and a classification framework for organizing knowledge, including templates, cases, and software tools.

### **Principles of Corporate Finance (Eighth Edition)**

by Richard A. Brealey, **Stewart C. Myers**, Franklin Allen

Irwin/McGraw-Hill, 2006

This is the leading and best-selling graduate-level corporate finance text, both in the U.S. and worldwide. The authors describe both the theory and practice of corporate finance, often with subtle humor. The book has evolved from its first edition in 1981, with increased emphasis on real options, risk management, agency problems, corporate governance, and international differences in corporate financing.

### **Enterprise Architecture as Strategy:**

**Building a Foundation for Business Education**

by **Jeanne Ross**, **Peter Weill**, David Robertson

Harvard Business School Press, 2006

Top-performing companies like 7-Eleven Japan, ING Direct, MetLife, and UPS are using enterprise architecture to reduce costs while increasing strategic effectiveness and business agility. Based on research at over 200 companies, this book describes how these and other leading companies use architecture to guide the evolution of a core foundation of systems and processes to ultimately create a more competitive business.

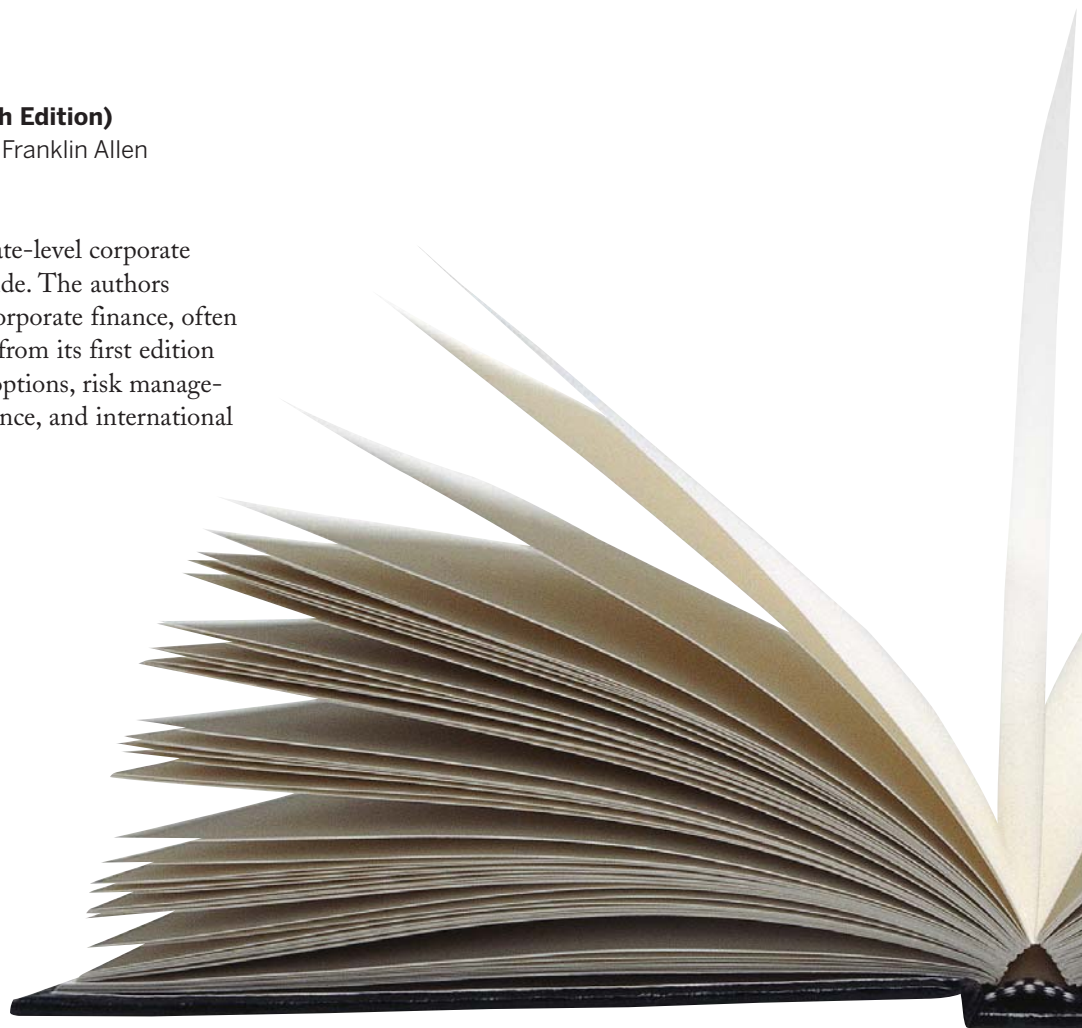
### **DEC is Dead; Long Live DEC:**

**The Lasting Legacy of Digital Equipment Corporation**

by **Edgar H. Schein**

Berrett/Kohler, 2003

Schein collects the wisdom of insiders from Digital Equipment Corporation who analyze the culture of innovation that drove DEC to the top and examine how the company was created, how it evolved, and why it ultimately collapsed.



**Organizational Culture and Leadership (Third Edition)**

by **Edgar H. Schein**  
 Jossey-Bass, 2004

In this third edition of his classic book, organizational pioneer Schein updates his influential understanding of culture—what it is, how it is created, how it evolves, and how it can be changed. Focusing on today's business realities, the book shows how to transform the abstract concept of culture into a practical tool that managers and students can use to understand the dynamics of organizations and change.

**Paying with Plastic:****The Digital Revolution in Buying and Borrowing (Second Edition)**

by David S. Evans and **Richard Schmalensee**  
 MIT Press, 2005

The payment card business has evolved into a complex, sprawling industry that drives trillions of dollars in transaction volume each year—and has revolutionized the way we borrow and spend. In the second edition of what has become the definitive source on the industry, the authors use the new economics of two-sided markets to analyze the industry's growth and development, including the impact of major antitrust cases and bank mergers, the rise of the debit card, and new technologies that could dramatically alter the payment card industry in the years to come.

**Design-Inspired Innovation**

by **James M. Utterback**, Eduardo Alvarez, Sten Ekman, Susan Walsh Sanderson, Bruce Tether, Roberto Verganti  
 World Scientific, 2006

*Design-Inspired Innovation* takes a unique look at the intersection between design and innovation, and explores the novel ways in which designers are contributing to the development of products and services. The book's scope is international, with emphasis on design activities in Boston, England, Milan, and Sweden. Through a rich variety of cases and cultural prisms, the book extends the traditional design viewpoint and stretches the context of industrial design to question—and answer—what design is really all about. It gives readers tools for inspiration, and shows how design can change language and even create human possibilities.

**Democratizing Innovation**

by **Eric von Hippel**  
 MIT Press, 2005

Innovation is rapidly becoming democratized. Users, aided by improvements in computer and communications technology, increasingly can develop their own new products and services. This book looks closely at the emerging user-centered innovation systems that are affecting both information products and physical products. Free downloads of *Democratizing Innovation* are available from <http://mit.edu/evhippel/www/democ.htm>.

**Structuring the Information Age:****Life Insurance and Technology in the Twentieth Century**

by **JoAnne Yates**

Johns Hopkins University Press, 2005

This book examines how life insurance firms—where good record-keeping and repeated use of massive amounts of data were crucial—adopted, shaped, and were shaped by information-processing technology from 1900 to 1980. By focusing on a single user industry, Yates illuminates the evolution of information processing in the commercial sector and the underrated influence of corporate users in shaping the history of modern technology, as well as IBM's successful transition from tabulators to computers.