

MGT 325/706
THE DRUCKER DIFFERENCE
Fall 2009

Saturday, 9:00 a.m. - 12:00 p.m.

Burkle 16

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Synopsis

This course focuses on individual, organizational, and societal issues raised by Peter Drucker and explores their implications in different functional areas of management. It is intended to offer a broad overview on the major works of Peter Drucker while also providing vertical depth of analysis in one of the functional areas.

This course is offered as a 14-week Drucker-Ito signature course. Each three-hour class session is taught by a Drucker faculty member with a distinctive focus based on the faculty's expertise.

Course Structure

Evaluation and Grading

Students are evaluated in two areas of performance: individual written assignment and class participation. The weighting among these two elements are as follows:

Class Participation	40%
Individual Written Assignment	60%

Written Assignment

Students should submit a final paper consisting of two essays on the following topics:

1. An original essay on “The Drucker Difference” synthesized from the readings and discussions in this course (the horizontal paper).
2. An original essay on the Drucker Difference as it affects one of the subject areas discussed in this course (the vertical paper).

Course Materials

1. Books - Required Texts:

- Drucker, Peter F., (2001). *Essential Drucker*, HarperCollins.
- Drucker, Peter F., (1985). *Innovation and Entrepreneurship*. HarperCollins,
- Drucker, Peter F. (with Joseph A. Maciariello), (2008). *Management: Revised Edition*. HarperCollins.
- Drucker, Peter F., and the Leader to Leader Institute, (2008). *The Five Most Important Questions You Will Ever Ask About Your Nonprofit Organization*. Jossey-Bass.
- Ellsworth, Richard, (2002). *Leading With Purpose*. Stanford University Press.
- Kabat-Zinn, Jon, (2005). *Full Catastrophe Living*. Delta.

2. Course Pack – MBA students may purchase course packs and text books from Huntley Bookstore
EMP students will be provided their course packs and text books

3. Book Chapters

- Lipman-Blumen, Jean (2000). *Connective Leadership: Managing in a Changing World*, Chapters 1 and 12. Oxford University Press.
- Drucker, Peter F. (2003). *A Functioning Society*, Introduction. Transaction Publishers.
- Drucker, Peter F. (1969). *Age of Discontinuity*, Chapter 10. Transaction Publishers.
- Drucker, Peter F. (2001). *Essential Drucker*, Chapters 4, 6, 19, 20, 23 and 24. HarperBusiness.
- Drucker, Peter F. (1985). *Innovation and Entrepreneurship*, Introduction, Chapters 1, 2, 12, 15, and Conclusion. Harper Row
- Drucker, Peter F. (with Joseph A. Maciariello) (2008). *Management: Revised Edition*, Foreword, Introduction, Chapters 4, 6, 8, 9, 15, 17, 18, 19, 20, and 44. HarperCollins.
- Drucker, Peter F. (1973). *Management: Tasks, Responsibilities, Practices*, Chapters 2 and 27. Harper Row.

- Drucker, Peter F. (1990). *Managing the Nonprofit Organization: Principles and Practices*, Chapter 25, HarperCollins.
- Drucker, Peter F. (2006). *Managing for Results*, Chapter 6. HarperCollins.
- Drucker, Peter F. (2003). *New Realities*, Chapters 6, 9 and 11. Transaction Publishers.
- Ellsworth, Richard (2002). *Leading With Purpose*, Introduction, Chapters 1-4, and Chapter 10. Stanford University Press.
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard (1996). *Leader of the Future*, Foreword. Jossey-Bass.
- Kotler, Philip and Nancy Lee (2004). *Corporate Social Responsibility*, Introduction, Chapter 1 and Overview. Wiley.
- O’Neil, Michael (2002). *Non-Profit Nation: A New Look at the Third America*, Chapter 1. Jossey Bass.
- Ott, J. Steven (2000). *The Nature of the Nonprofit Sector*, Introduction, Chapter 1. Westview Press.
- Pearce, Craig L. and Jay A. Conger (2003). *Shared Leadership: Reframing the Hows and Whys of Leadership*, Chapter 1. Sage Publications.
- Womack, James P., Daniel T. Jones, and Daniel Roos (1990). *The Machine that Changed the World*, Chapter 3. HarperCollins.
- Kabat-Zinn, Jon (2005). *Full Catastrophe Living*, Chapters 19, 20, 27, 28, 29, 30, Delta.

4. Articles:

- Maciariello, Joseph A. (2005). “Peter F. Drucker on a Functioning Society,” *Leader to Leader*, Number 37, (26-34). Summer.
- Berthon, Pierre, James M. Hulbert, and Leyland F. Pitt (1999). “To Serve or Create? Strategic Orientations Toward Customers and Innovation,” *California Management Review*, 42(1):37-58.
- Pearce, Craig L., and C.C. Manz (2005). “The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work,” *Organizational Dynamics*, 34(2): 130-140.
- de Kluyver, Cornelis A. (1991). “New Governance for a New Economy,” *Leader to Leader*, (41-49).
- Drucker, Peter F., “Reckoning with the Pension Fund Revolution,” *Harvard Business Review*, No. 91202. March-April.
- Light, J.O., and Jonathan S. Headley (1994). “World Pension Fund Markets,” *HBS Reading Note*, No. 9-295-027.
- Pedace, Roberto (2008). “Earnings, Performance, and Nationality Discrimination in a Highly Competitive Labor Market as an Analysis of the English Professional Soccer League,” *Journal of Sports Economics*, Vol. 9, No. 2, April, 115-140.

5. Cases:

- Harvard Business School *Honda (A)*, Case 9-384-049, Date: 10/26/89.
- Harvard Business School *Honda (B)*, Case 9-384-050, Date: 10/26/89.

- Rural Development Institute (A): *Should It Tackle the Problem of the Landless Poor in India?*
Case: SM-159A, Date: 02/21/07.
- Rural Development Institute (B): *Success in India*, Case SM-159B,
Date: 02/21/07. (handout, not found in course pack)

6. Other:

- Comments on the Case Method of Learning
- L-BL Achieving Style Inventory http://www.achievingstyles.com/asi/instrument_take.asp
- “POSE” Framework For Assessing Strategy and Its Success

Summary Course Schedule

1	(05-Sept) The Drucker Difference: Introduction	Joseph Maciariello
2	(12-Sept) Corporate Purpose	Richard Ellsworth
3	(19-Sept) Marketing	Jenny Darroch
4	(26-Sept) Connective Leadership	Jean Lipman-Blumen
5	(03- Oct) Shared Leadership Meets Knowledge Work	Craig Pearce
6	(10-Oct) Self-Management	Jeremy Hunter
7	(17-Oct) Strategy and Execution	Vijay Sathe
8	(24-Oct) (A) Labor Markets, Human Resources and Personnel Economics (B) Pension Funds	Roberto Pedace Murat Binay
9	(31-Oct) The Humanist Economist	Jay Prag
10	*(07-Nov) Economic Environment	Hideki Yamawaki
11	(14-Nov) Governance	Kees de Kluyver
12	(21-Nov) Accounting and Financial Reporting	Jim Wallace
	(28-Nov) Thanksgiving Holiday	
13	(05-Dec) Non-Profit/Social Sector Organizations	Sarah Smith-Orr
14	(12-Dec) Government and Business	Ira Jackson

(18-Dec) Vertical/Horizontal Papers Due

3:00 p.m. Hard Copies Only

***Please note that class time will be altered to accommodate Drucker Day activities on November 7th as follows: 7:45 am – 9:45 am, without a break.**