

Management 343
Fall 2007
Professor Joseph A. Maciariello
June 18, 2007

Drucker on Management:
Executive Leadership and Effectiveness

The purpose of this module is to examine a number of the works of Peter F. Drucker. The scope of Drucker's work and the desire to emphasize his work on leadership and management were criteria for choosing topics in this module. The following topics are considered:

1. Drucker's guidance for leaders,
2. A systems view of Drucker's approach to executive leadership and effectiveness,
3. Drucker's approach to managing social sector institutions, and
4. A summary of Drucker's work on community, society, and polity.

I hope this course provides you with both the tools and motivation to expand your working knowledge of Drucker on Management and Society. The goal of this course is to contribute to your professional growth and to your growth as a person.

Course Materials

Books

1. Peter F. Drucker, *The Effective Executive*, HarperCollins, 1967, 2006 (Note, 2006 Paperback edition with the Introduction "What Makes an Executive Effective?")
2. Peter F. Drucker and Joseph A. Maciariello, *The Effective Executive in Action*, HarperCollins, 2006.
3. *Management: Tasks, Responsibilities, Practices*, Butterworth-Heinemann, 1987 abridged edition.
4. Peter F. Drucker, *Managing the Non-Profit Organization: Principles and Practices*, HarperCollins, 1990.
5. Peter F. Drucker, *Management Cases*, HarperCollins, 1977, updated by permission of The Drucker Literary Trust, summer 2006 by Joseph A. Maciariello for use in this course.

Articles, Book Chapters and Papers (in order appearance on syllabus)

1. Joseph A. Maciariello, "Peter F. Drucker on a Functioning Society," *Leader to Leader*, Summer 2005.
2. Peter F. Drucker, "Introduction: Community, Society, Polity," *A Functioning Society*, Transactions Publishers, 2003, pages vii-xi.
3. Peter F. Drucker, "Reflections of a Social Ecologist," *Society*, May/June 1992.
4. Peter F. Drucker, "Not Enough Generals Were Killed," Foreword, *The Leader of the Future*, Jossey-Bass 1996.
5. Joseph A. Maciariello, "Mastering Peter Drucker's, *The Effective Executive*," *Leader to Leader*, Summer 2006.
6. Bill Gates, "How I Work," *Fortune*, April 7, 2006, (<http://www.petersreviews.com/index.php?/archives/1229-Bill-Gates-How-I-Work.html>)
7. Joseph A. Maciariello, "Peter F. Drucker on Executive Leadership and Effectiveness," in *Leader of the Future 2*, Jossey-Bass, 2006.
8. Peter F. Drucker, "The Next Society," *The Economist*, November 1, 2001.
9. Peter F. Drucker, "The Theory of the Business," *Harvard Business Review*, September-October, 1994.
10. Peter F. Drucker, "The Discipline of Innovation," Best of *HBR*," August 2002, Product 3480, Reprint Number R0208F
11. C. William Pollard, "The Quest for the Entrepreneurial Spirit," Drucker Alumni Symposium March 5, 1994.
12. Peter F. Drucker, Chapter 11, "The Accountable School," *Post-Capitalist Society*, HarperCollins, 1993.
13. Peter F. Drucker, Chapter 15, "The New Learning and the New Teaching," *The Age of Discontinuity*, HarperCollins, 1968, 1969
14. Kenneth G. Wilson and Constance K. Barsky, "Drucker on Education: Does Drucker have the best Ideas for School Reform?"
15. Peter F. Drucker, "Really Reinventing Government," *The Atlantic Monthly*, February 1995, pp. 49-61

Corpedia Internet Modules

(Note: There are 13 Corpedia Modules. You will have access to all 13 but 11 are assigned for this course. The 13 modules are listed below.)

A. Managing Oneself and Others

Module 8101 Managing Oneself
Module 8102 People Decisions
Module 8103 Managing the Boss
Module 8104 The Elements of Decision Making
Module 8105 Knowledge Worker Productivity

B. Business Strategy Essentials

Module 8106 The Successful Acquisition
Module 8107 Alliances
Module 8108 The Five Deadly Business Sins
Module 8109 Permanent Cost Control
Module 8110 Entrepreneurial Strategies

C. Leading Change

Module 8114 The Next Society
Module 8115 From Data to Information Literacy
Module 8116 Driving Change

Class Format

We will use a combination of lecture and case discussion. Class participation is expected and encouraged in this class. Your contribution to class discussions is very important to the success of the class. I will try to create an environment for active learning and I ask you to try to do the same.

Peter Drucker believed that MBA students require extensive work with real-world cases that illustrate the material in this course. This helps to convert the knowledge in the readings and in class discussions into practical wisdom. With permission of The Peter F. Drucker Literary Trust, I have updated the cases in Peter Drucker's *Management Cases* and this book has been re-published locally for use in this course only.

Course Requirements

Each of the four major topics has a number of case assignments. The first assignment is the class project. The class project is a team project due one week after the completion of the course. Unlike in previous semesters the class project is identical for all teams. I have chosen a central project theme which should also make evaluations of results straight forward. The projects will be presented at agreed upon times at the end of the semester. Other assignments for topic I are due on the day the topic is discussed.

Assignments for topics II-IV are due on the day each topic is discussed. Note on the syllabus a number of topics overlap class meetings. We will set precise dates for each assignment as we progress during the semester.

The nine thirteen modules should be completed by the end of the course. Danielle (Dani) Blaylock (Danielle.blaylock@cgu.edu) is serving as the administrator for these Internet modules. Please contact her before the first session to register for these modules.

You should turn in a typewritten one page, two-sided outline for each assignment for a particular class session. This is intended to provide the basis for your contribution to class discussions on each case. The quality of your one-page case analysis will be graded on a check plus (roughly "A"), check (B) and check minus (C) basis. Assignments turned in late will be graded down one grade. No more than two late assignments will be accepted.

Computation of Grades

Final grades will be computed as follows:

Corpedia Modules (3 suites; 13 modules)	25%
Case Analyses and Class Contributions	50%
Final team Project	25%

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SYLLABUS

<u>Class Session</u>	<u>Topic for Session</u>	<u>Assignment for Session</u>
(1) September 5	Introduction to the Course: The Life, Work and Legacy of Peter F. Drucker	
	<u>Study for September 5</u>	
	Joseph A. Maciariello, "Peter F. Drucker on a Functioning Society," <i>Leader to Leader</i> , Summer 2005	
	Peter F. Drucker, "Introduction: Community, Society, Polity," <i>A Functioning Society</i> ,	
	Peter F. Drucker, "Reflections of a Social Ecologist," <i>Society</i> , May/June 1992.	

Section I. Effective Executive and Effective Executive in Action

(2) September 12	<u>The Effective Executive</u>	
	<u>Study for September 12</u>	
	"Introduction: What Makes an Executive Effective?" & Chapters 1-2, <i>The Effective Executive</i>	
	Foreword, Introduction, Chapters 1-2, <i>The Effective Executive in Action</i>	
	Peter F. Drucker, "Not Enough Generals Were Killed," Foreword, <i>The Leader of the Future</i> , Jossey-Bass 1996.	
	<u>Complete</u>	
	Module 8101 Managing Oneself	
	<u>Prepare</u>	
	Case Number 28 Alfred Sloan's management style	
(3) September 19	<u>The Effective Executive (cont.)</u>	
	<u>Study for September 19</u>	
	Chapters 3-5, <i>The Effective Executive</i>	
	Foreword, Introduction, Chapters 3-5, <i>The Effective Executive in Action</i>	
	<u>Complete:</u>	
	Module 8102 People Decisions	
	<u>Prepare:</u>	

Case Number 32 The failed promotion

(4) September 26

The Effective Executive (cont.)

Study for September 26

Chapters 6-7, Conclusion, *The Effective Executive* Chapter 6, *The Effective Executive in Action*

Joseph A. Maciariello, "Mastering Peter Drucker's, *The Effective Executive*," *Leader to Leader*, Summer 2006

Complete:

Module 8104 The Elements of Decision Making

Prepare:

The structure of a business decision

Project Assignment:

Peter Drucker states in the Foreword of *The Effective Executive in Action* xiii-xiv, "However, the book itself should be the comments, actions, decisions, and results recorded by the individual executive using the book as his or her tool to achieve effectiveness." Write your book by answering the questions and actions in *The Effective Executive in Action* by actually interviewing an effective executive. In your preparation for this project consider information technology and how it impacts executive effectiveness. Read the short article by Bill Gates, How I Work," *Fortune*, April 7, 2006.

Section II. Executive Leadership and Effectiveness

Class Session

Topic for Session

Assignment for Session

(5) October 3

The Theory of the Business and Business Purpose

Study for October 3

Joseph A. Maciariello, "Peter F. Drucker on Executive Leadership and Effectiveness"

Peter F. Drucker, "The Next Society," *The Economist*, November 1, 2001.

Module 8114 The Next Society

"The Theory of the Business"

[Note: This article is foundation articles for this section of the course.]

Management: Tasks, Responsibilities, Practices, Chapters 1, 4-7

Cases Due—Theory of the Business

Case Number 1—What is Our Business? (Graded)

Case Number 4—Success in the Small Multinational (For discussion only)

(6) October 10

Productive Work and Achieving Worker with an Emphasis on the Productivity of knowledge Work

October 10

Management: Tasks, Responsibilities, Practices, Part III, Chapters 13-18

Complete

Module 8105 Knowledge Worker Productivity

Cases Due

Case Number 20—How does one analyze and organize knowledge work?

Case Number 14 —Can one learn to manage subordinates? (For discussion only)

(7) October 17

Management Tasks (Including MBO & Spirit of Performance)

Study for October 17

Management: Tasks, Responsibilities, Practices, Part V, Chapters 23-28

Cases Due

Performance Development Systems

Case Number 29 —Mis-direction by compensation (For discussion only)

(8) October 24

Managerial Skills: Communications

Read for October 24

Management: Tasks, Responsibilities, Practices, Part VII, Chapter 29-30

Complete

Module 8115 “From Data to Information Literacy”

Module 8103 “Managing the Boss”

Case Due—Managerial Communications

Case Number 37—The Insane Junior High Principal

Case Number 35—The new export manager (For discussion only)

Case Number 30—Can you manage your boss? (For discussion only)

(9) October 31

Managerial Skills: Budgeting & Controls

Read for October 31

Management: Tasks, Responsibilities, Practices, Part VII, Chapters 7, 31-32

Case Due

Case Number 36 — Who is the brightest hamster in the laboratory?

Case Number 39 — The corporate control panel (For discussion only)

(10) November 7

Managerial Organization

Read for November 7

Management: Tasks, Responsibilities, Practices, Part VII, Chapters 34-39, Conclusion

Complete

Module 8106 “The Successful Acquisition”

Module 8107 “Alliances: The Rules for Successful Partnership”

Assignment Due November 7

There are five different design principles available to us — functional, team, federal decentralization, simulated decentralization and the systems structure. Each has strengths, limitations, and requirements for effectiveness. Outline strengths, limitations and requirements for each design principle. Under what circumstances are one or more of these design principles appropriate? (One page chart)

Case Due for November 7

Case No. 33 —Invincible Life Insurance Company

(11) November 14

Innovations and Entrepreneurship—Entrepreneurial Strategies

November 14

Review Chapter 37, *Management: Tasks, Responsibilities, Practices*

Peter F. Drucker, “The Discipline of Innovation”

Complete

Module 8110 “Entrepreneurial Strategies”

Module 8116 “Driving Change”

Case Due

Case No 3—Research Strategy and Business Objectives

(12) November 21

Innovations and Entrepreneurship—Innovation in Education for the Knowledge Economy

Read for November 21

C.W. Pollard, “The Quest for the Entrepreneurial Spirit,”

Peter F. Drucker, “The Accountable School

Peter F. Drucker, Chapter 15, “The New Learning and the New Teaching”

Kenneth G. Wilson and Constance K. Barsky, “Drucker on Education: Does Drucker have the best Ideas for School Reform?”

Assignment: The knowledge economy is critically dependent on education and Drucker believed that our educational system is in need of revitalization and transformation. Based on the readings, modules and class discussion identify the problems with primary and secondary education in the U.S. How can it both be revitalized and transformed?

Section III. Managing Social Sector Institutions for Performance

(13) November 28

Managing Social Sector Institutions

Read for November 28

Management: Tasks, Responsibilities, Practices, Part II, Chapters 9, 10 & 12

Peter F. Drucker, “Really Reinventing Government,” *The Atlantic Monthly*, February 1995, pp. 49-61

Peter F. Drucker, *Managing the Non-Profit Organization: Principles and Practices*

Assignment: Case Number 10, University Art Museum: Defining Purpose and Mission. Complete questions at the end of the case.

Section IV. Community, Society & Polity

(14) December 5

Social Impacts and Social Responsibilities

Study for December 5

Management: Tasks, Responsibilities, Practices, Part IV, Chapters 19-22

Cases Due—Managing Social Impacts:

Case No. 25—Bribery or patriotic duty

Case No. 24—Civil Rights and the Quaker Conscience
(For discussion only)

December 12

Presentations (All Day)