

**Peter F. Drucker and Masatoshi Ito
Graduate School of Management
Claremont Graduate University**

**MGT 300 - The CEO Forum
Spring 2009 (Mod 2)
Thursdays 4:00PM – 6:50PM**

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and

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Course Description:

This course showcases the contributions and perspectives of influential leaders in business, government or the non-profit community who, instinctively or explicitly, have been putting Peter Drucker’s principles to practice. In particular, all share a passion for innovation – in bringing products to market, in designing new business models, and in their approaches to leading their organizations. This class provides students with a rare opportunity to directly interact with prominent leaders.

The course is structured around seven presentations by guest speakers from leading companies and institutions. Each session will be introduced by Dean Jackson and/or Professor de Kluyver, followed by a presentation by our guest CEO(s). After the break, students will be asked to lead a substantive discussion on the organization/topic at hand.

This course is open only to second-year MBA/MSFE and EMP students

Learning Objectives:

With equal parts of inspiration and instruction, students will learn what it takes to succeed in today's (and tomorrow's) challenging environment. This class is designed to connect management theories to proven successes in the real world.

Guests will reflect on their personal experiences with Drucker themes such as:

- The importance of a clear organizational purpose
- Focusing on opportunities rather than problems.
- The need for organized abandonment
- Innovation as a key driver of success
- The importance of creating an effective culture
- The need for effective communication
- Getting the right people on the bus
- Responsibility-Based Management
- Responsibility-Based Management

And many others.

Class Meeting Time:

Thursdays 4:00AM – 6:50PM

Course Requirements

Before the first class session, enrolled students are expected to read Interviews with CEOs, Harvard Business Review, Harvard Business Press, 2000 (Coursepack). The intent of this assignment is to provide background on How to interview a CEO. This should be helpful in organizing your (group) interviews (See below)

A. A typical class will have the following format:

- 1) Introduction of the Guest Speaker(s) by Dean Jackson or Prof. de Kluyver, followed by a short “theme” setting faculty presentation (15 minutes)
- 2) Presentation by the Guest Speaker(s). This presentation will focus on a specific company/industry challenge and is expected to set the stage for a lively follow-up discussion (one hour)
- 3) 15 minute break
- 4) Q&A with the Guest Speaker(s) **led by a team of students who are expected to come prepared to lead a substantive debate relating the theme of the day with one or more Drucker themes.** This will be a rotating responsibility; **teams have already randomly been assigned**
- 5) Wrap-up/Thank you by faculty (20 minutes)

B. For each class.....

All students are expected to prepare for each session by:

1. reading assigned materials; **Sources – course pack or Sakai**

2. googling/collecting articles about the organization/topic under discussion to formulate meaningful questions for discussion by the guest CEO.

For the first class the discussion will be led by the faculty. **For each subsequent session, a student team will (after the break) (1) moderate the discussion, (2) frame questions for the guest CEO, (3) prepare concluding remarks, (4) thank the CEO for his (her) participation.**

Note: Since time is short we have already (randomly) assigned “interview” teams and appointed a team coordinator for each team (See attached list/email addresses). The coordinator of each team will be responsible for contacting the other team members by email and initiating the process of formulating questions and dividing interview responsibilities for their assigned session.

C. Course Requirement – Written Paper

At the end of the course, students must submit a 10-15-page paper. This paper can be:

1. A “vertical” paper – a detailed analysis of one of the 7 organizations/topics featured in the course and the lessons that can be learned from this case study, or
2. a “horizontal” paper – a paper focused on the similarities as well as the differences between the 7 organizations/topics featured in the course and the lessons that can be learned from such an analysis

Each paper should have a concluding section with a “personal” perspective which should address:

1. After learning from the leaders of these diverse, successful organizations, what are the three most important lessons you have learned and why?; and
2. What will you personally do differently to make the most positive impact and create the future that you’d want to live in?

Schedule of Guests/Topics and Assignments
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Class 1 – Retired CEO of Panasonic USA (Don Iwatani) and the current CEO of Vizio (William Wang) will be joining us to discuss the hyper competitive consumer electronics industry (with a focus on the flat screen TV market) , how business models and the competitive landscape are changing, and what it takes to become a leading brand ([Interview by faculty](#))

Read:

- Bios of Don Iwatani and William Wang (Sakai)
- About Panasonic USA and About Vizio (Sakai)

Research/Google

- Consumer electronics industry and retailing

Class 2 – Gillian Zucker, CEO of the California Speedway, is the first female president of a track hosting a NASCAR NEXTEL Cup Series event in the country. She will talk about the challenges associated with running one of the West Coast’s Premier Sports and Entertainment Venues ([Interview by Team 1](#))

Read:

- Bio of Gillian Zucker (Sakai)
- About the California Speedway (Sakai)
- About NASCAR (Sakai)

Research/Google:

- NASCAR/Sports and Entertainment Management

Class 3 – Howard (“Howie) Phanstiel, CEO of Pacificare Health Systems will talk about changes in the Managed Care Industry and the challenges facing the healthcare sector more generally ([Interview by Team 2](#))

Read:

- Bio of Howi Phastiel (Sakai)
- About Pacificare (Sakai)

Research/Google

- Current trends in Managed Care

Class 4 – Iqbal Quadir, founder of Grameen Bank and a global innovator who has brought connectivity and economic opportunity to the developing world will talk about “bottom-up” entrepreneurship in developing countries. ([Interview by Team 3](#))

Read:

- Bio of Iqbal Quadir (Sakai)
- Iqbal Quadir, Gonofone, and the Creation of GrameenPhone (Bangladesh) – Harvard Case Study (Course pack)
- About Microfinance (Sakai)
- Issues – About Social Entrepreneurship (Sakai)
- Issues – Economist article (Sakai)

Class 5 – Allison Graff-Weisner, Executive Director of City Year Los Angeles, will speak about the challenges of leading City Year, a national service organization that provides young people between the ages of 17 and 24 with a demanding year of community service and leadership development. ([Interview by Team 4](#))

Read:

- Bio of Allison Graff-Weisner (Sakai)
- About City Year Inc.(Sakai)

Research/Google

- Americorps and related organizations

Class 6 – Mitch Dorger, CEO of the Tournament of Roses, will discuss the challenges associated with leading a volunteer-led, more than one hundred year old, tradition-centered organization in a time of rapid change in the external environment ([Interview by Team 5](#))

Read:

- Bio of Mitch Dorger (Sakai)
- About the Pasadena Tournament of Roses (Sakai)

Research/Google:

- Issues facing Non-Profits

Class 7 – Arkadi Kuhlman is the Chairman, President and CEO of ING DIRECT USA, the retail bank that offers high-value, simple financial products direct to consumers over the telephone and Internet. He will talk about his book **The Orange Code – How ING Direct succeeded by Being a Rebel with a Cause**. ([Interview by Team 6](#))

Read:

- Bio of Arkad Kuhlman (Sakai)
- About ING Direct (Sakai)
- Book - **The Orange Code – How ING Direct succeeded by Being a Rebel with a Cause**, by Arkadi Kuhlman & Bruce Philip, Wiley 2009

Course Materials

1. Required Books:

“*Harvard Business Review: Interviews with CEOs*” by S. Wetlaufer, S. Prokesch, J. Magretta, & A. Howard; Harvard Business Press

“*The Orange Code-How ING Direct Succeeded by Being a Rebel with a Cause*” by A. Kuhlman & B. Philip, Wiley

2. Coursepack:

There is no coursepack for this class.

3. Sakai readings

4. Additional Recommended Readings

- “The Five Most Important Questions You Will Ever Ask About Your Organization” by Peter F. Drucker and Leader to Leader Institute;

- “The Effective Executive: The Definitive Guide to Getting the Right Things Done” by Peter F. Drucker;
- “Management Rev. Edition” by Peter F. Drucker with Joseph A. Maciariello

Grading

This 2-unit class will be graded as follows:

- Quality of Team Interview (30%)
- Individual Paper (70%)

Academic Honesty

You should be familiar with the University policy regarding academic honesty. The policy can be found at <http://www.cgu.edu/handbook/Academic%20Honesty.doc>. You should also consult the Writing Center’s guidelines as to what constitutes plagiarism (<http://writecenter.cgu.edu/students/plagiarism.html>).

We do not tolerate academic dishonesty and will actively monitor students’ work to ensure dishonesty does not occur. A student who violates the University policy on academic honesty will get a minimum of zero for the piece of assessment for which dishonesty is established and I will ask the MBA Director to put a note on that student’s file.