

**Management 344**  
**Fall 2008 Mod 2**  
**Professor Joseph A. Maciariello**

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**Drucker in Practice**

<b>Class Times</b>	Tuesday 4:00pm - 7:00pm
<b>Classroom</b>	Burkle Building B-16
<b>Course Prerequisites</b>	MGT 325 Drucker Difference or MGT 343 Drucker on Management
<b>Professor</b>	Joseph A. Maciariello, Ph.D. Horton Professor of Management Office Burkle 207 <a href="mailto:joseph.maciariello@cgu.edu">joseph.maciariello@cgu.edu</a>

**Synopsis**

The purpose of this course is to provide you with an opportunity to focus on one of the major Drucker topics in an actual organization carefully chosen as Drucker-sympathetic in management philosophy. The topics will focus on the practice of management in for-profit, social and public sector organizations.

One of the following topics will be studied by each of the seven groups:

1. The Effective Executive in Action (not a choice available for students from MGT 343)
2. Management by Objectives
3. Achieving Information Literacy
4. The Social Sector Organization
5. Social Responsibility
6. Reducing Corporate Costs of Disability
7. The School as the Constitutive organization of the Knowledge Society

Seven cases, each aligned with these seven Drucker topics, will be distributed prior to session one. These seven cases will be discussed in Sessions one and two. They will provide examples of the depth and quality of the cases that are expected in project cases. In addition, you will be required to compare and

contrast your findings with Drucker teachings on the specific subject, performing a critical analysis.

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

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### *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. Peter F. Drucker with Joseph A. Maciariello, *Management: Revised Edition*, Collins, 2008.
4. Peter F. Drucker, *The Five Most Important Questions You Will Ever Ask About Your Organization, The Drucker Foundation Self-Assessment Tool for Nonprofit Organizations*, Jossey-Bass, 2008.

### *Sample Projects Distributed Prior to Class*

#### **Topic Number 1**

##### **The Effective Executive in Action**

“An Effective Executive”, Helen Morran-Wolf: Foothill Family Services

Readings: *The Effective Executive*  
*The Effective Executive in Action*

#### **Topic Number 2**

##### **Management by Objectives**

“The Performance Development System”, PowerPoint Slides 1-36

Readings: *Management: Revised*, Chapter 9, 24, 25, 27 & 30.

#### **Topic Number 3**

##### **Achieving Information Literacy**

“From Data to Information Literacy”

Readings: *Management: Revised*, Chapter 26 & 33

#### **Topic Number 4**

##### **Social Sector Organizations**

“Institute for One World Health”, PowerPoint Slides 1-28 and Notes 9

Readings: *Management: Revised*, Chapter 12, 13 & 16  
*The Five Most Important Questions You Will Ever Ask  
About Your Organization*

#### **Topic Number 5**

##### **Social Responsibility**

“The Social Responsibility Flowchart”

“Johnson and Johnson Credo”, PowerPoint Slides 1-41 and Notes  
(2005)

“The Social Responsibility Audit”, (2008)

Readings: *Management: Revised*, Chapters 20 & 21

#### **Topic Number 6**

##### **Reducing Corporate Costs of Disability**

“Disability Costs in the Bureaucracy”: Moving from Rituals to Results,  
PowerPoint’s Slides 1-22

Reading: Disability Costs in the Bureaucracy: Moving From Rituals  
to Results

#### **Topic Number 7**

##### **The School as the Constitutive Organization of the Knowledge Society**

“Laureate Education Inc.”, PowerPoint Slides, 1-46 and Notes

Readings: *Management: Revised*, Chapters 4-7 & 14.

## **Class Format**

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We will use a combination of lecture and class 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 do the same.

Class discussion will be based on a progressive analysis of real world scenarios, provided by each team, that illustrate the major topics of the Practice of Management.

## **Course Requirements**

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Each of the seven major topics will be covered by one team in practice. Throughout the module, students will have the opportunity to study in depth the application of one of these major topics in a specific organization, sharing their progression systematically with the class, for discussion and analysis.

Teams of three will be formed, focusing on one of the seven projects. Each Team will be provided a contact person at the subject organization but will not be limited to this contact in the actual study.

I will solicit feedback from the organization as to the performance of each team in defining the problem, understanding relevant Drucker concepts and providing approaches for the solution of the problem. Solutions will be evaluated partly by feedback from the organization, partly by feedback from the class, partly from me.

## Computation of Grades

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Final grades will be computed as follows:

Organizational Review	33%
Class Review	33%
Instructor Review	34%

**MGT 344**  
**SYLLABUS**

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**(Session 1) November 4**

<b>Topic</b>	<i>Topic 1 (The Effective Executive), Topic 2 (Management by Objectives), Topic 3 (Achieving Information Literacy)</i>  Review of the best projects that have been completed in the last ten years in MGT 343.
<b>Assignment</b>	Peter F. Drucker, <i>The Effective Executive</i>  Peter F. Drucker and Joseph A. Maciariello, <i>The Effective Executive in Action</i>  Peter F. Drucker with Joseph A. Maciariello, <i>Management: Revised Edition</i> , Chapter 9, 24, 25, 27 & 30; Chapter 26 & 33

**(Session 2) November 11**

<b>Topic</b>	<i>Topic 4 (Social Sector Organizations), Topic 5 (Social Responsibility), Topic 6 (Reducing Corporate Costs of Disability), Topic 7 (The School as the Constitutive Organization of the Knowledge Society)</i>  Review of the best projects that have been completed in the last ten years in MGT 343 (continued)
<b>Assignment</b>	Peter F. Drucker with Joseph A. Maciariello, <i>Management: Revised Edition</i> , Chapter 12, 13, & 16; Chapters 20 & 21; Chapters 4-7 & 14.  Peter F. Drucker, <i>The Five Most Important Questions You Will Ever Have to Ask About Your Organization</i> ,

*The Drucker Foundation Self-Assessment Tool for Nonprofit Organizations*

Disability Costs in the Bureaucracy: Moving From Rituals to Results

Team Project: the seven teams should have project topics and organization selected

**(Session 3) November 18**

**Topic** *Project Report and Discussion*

**Assignment** Each team will have 10 minutes to present their Project's theme, focusing on one of the Drucker topics, including problem analysis of the organization selected.

Teams are expected to submit a preliminary report summarizing the content of the presentation (1 to 1½ pages, single spaced, Times 12pt, 1-inch margins)

**(Session 4) November 25**

**Topic** *Project Report Analyses and Discussion*

Specific feedback will provided for the completion of each project. I will aim for the agreement from each team to the specific steps that should be taken to complete their project.

**Assignment** Teams are expected to prepare for detailed discussion of their projects (problem analysis and hypothetical solutions) for class discussion.

**(Session 5) December 2**

**Topic** *Preliminary Project Presentations*

**Assignment** Teams 1, 2, 3 and 4 will have 20 minutes to present their preliminary presentation and will be expected to be prepared for open discussion of problem analysis and hypothetical solutions in their chosen topic.

The class and I will provide feedback to fine tune these projects.

**(Session 6) December 9**

**Topic** *Preliminary Project Presentations (continued)*

**Assignment** Teams 5, 6 and 7 will have 20 minutes to present their preliminary presentation and will be expected to be prepared for open discussion of problem analysis and hypothetical solutions in their chosen topic.

The class and I will provide feedback to fine tune these projects.

**(Session 7) December 16**

**Topic** *Final Presentations*

**Assignment** Each Team will have 30 minutes to present their final presentation in front of the entire class and in the presence of a representative from the subject organization.

Teams will be expected to submit final project.

**(Session 8) December 16**

**Topic**

*Final Presentations (continued)*

**Assignment**

Each Team will have 30 minutes to present their final presentation in front of the entire class and in the presence of a representative from the subject organization.

Teams will be expected to submit final project.