

**MGT 325**  
**The Drucker Difference**  
**Fall 2007**

**Saturdays 9:00am-12:00pm**  
**Burkle Building B-16**

Coordinators: Professor Joseph Maciariello with Hideki Yamawaki

Professor:	Joseph Maciariello Horton Professor of Management	Hideki Yamawaki Professor of Management and Associate Dean
Office:	Burkle 207	Burkle 208
Tel:	(909) 607-3699	(909) 607-8494
E-mail:	<a href="mailto:joseph.maciariello@cgu.edu">joseph.maciariello@cgu.edu</a>	<a href="mailto:hideki.yamawaki@cgu.edu">hideki.yamawaki@cgu.edu</a>
Faculty support:	Bernadette Lambeth, Burkle, East UL,	Edie Young: Burkle, West UL,
Tel:	909-607-7008	909-607-9042
E-mail:	<a href="mailto:bernadette.lambeth@cgu.edu">bernadette.lambeth@cgu.edu</a>	<a href="mailto:edie.young@cgu.edu">edie.young@cgu.edu</a>

### **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 MBA course for entering students. 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.
2. An original essay on the Drucker Difference as it affects one of the subject areas addressed by a single faculty member in this course.

## Course Materials:

### 1. Books - Required Texts:

- Csikszentmihalyi, Mihaly, *Creativity*, HarperPerennial, (1997).
- Drucker, Peter F., *The Essential Drucker*, HarperCollins, (2001).
- Drucker, Peter F., *Innovation and Entrepreneurship*, HarperCollins, (1985).
- Ellsworth, Richard, *Leading With Purpose*, Stanford University Press, (2002).
- Kabat-Zinn, Jon, *Full Catastrophe Living*, Pitakus Books, (2005).

### 2. Book Chapters:

- Csikszentmihalyi, Mihaly, *Creativity*, Chapters 1-4, (pp. 1-106), Harper Perennial, (1997).
- Ellsworth, Richard, *Leading With Purpose*, Introduction, Chapters 1-4, (pp. 1-141) and Chapter 10, (pp. 327-357), Stanford University Press, (2002).
- Drucker, Peter F., *The Age of Discontinuity*, Chapter 12, (pp.263-286) Chapter 13, (pp.287-310), Transaction Publishers, (2003).
- Pearce, C.L. and Conger, J.A., *Shared Leadership: Reframing the Hows and Whys of Leadership*. Chapter 1, (pp. 1-14). Sage Publications, (2003).
- Drucker, Peter F., *Innovation and Entrepreneurship*, Introduction, Chapters, 1, 2, 12, 15, and Conclusion, Harper-Row, (1985).
- Womack, James P., Jones, Daniel T., and Roos, Daniel, *The Machine that Changed the World*, Chapters 1-3 (pp. 1-69), HarperCollins, (1990).
- Drucker, Peter F., *The Essential Drucker*, Chapter 20, (pp. 272-279), Chapters 23-24, (pp.300-328), Harper Business, (2001).
- Drucker, Peter F., *The Essential Drucker*, Chapter 16, (pp. 225-240), Harper Business, (2001).

- Kabat-Zinn, Jon, *Full Catastrophe Living*, Chapters 19, 20, 27, 28, 29, 30, Pitakus Books, (2005).
- Drucker, Peter F., *Management: Tasks, Responsibilities, Practices*, Chapter 2, (pp.366-375), Harper & Row, (1973).
- Drucker, Peter F., *Managing in the Next Society*, Parts III and IV, (pp.173-300), St. Martin's Press, (2002).
- Drucker, Peter F., *Management: Tasks, Responsibilities, Practices*, Chapter 27, (pp.352-365), Harper & Row, (1973).
- Drucker, Peter F., *The Age of Discontinuity*, Chapter 10 (pp.212-242), Transaction Publishers, (1969).
- Drucker, Peter F., *The New Realities*, Chapter 6, (pp. 55-70), Transaction Publishers, (2003).
- Osborne, David and Plastrik, Peter, *Banishing Bureaucracy*, Chapter, (pp.1-48), Addison-Wesley, (1997).
- Drucker, Peter F., *The Essential Drucker*, Chapter 4, (pp.39-50), Harper Business, (2001).
- O'Neil, Michael, *Non-Profit Nation: A New Look at the Third America*, Chapter 1, (pp.1-34), Jossey-Bass, (2002).
- Drucker, Peter F., *The Essential Drucker*, Chapter 6, (pp.77-81), Chapter 19, (pp. 268-271). HarperCollins, (2001).
- Hesselbein, Frances, Goldsmith, Marshall and Beckhard, Richard *The Leader of the Future*, Foreward, (pp.xi-xv), Jossey-Bass, (1996).
- Lipman-Blumen, Jean, *Connective Leadership: Managing in a Changing World*, Chapter 1, (pp.1-27), Chapter 12, (pp. 325-344), Oxford University Press, (2000).

### 3. Articles:

- Maciariello, Joseph A., "Peter F. Drucker on a Functioning Society," *Leader to Leader*, Number 37, Summer (2005)., (pp. 26-34)
- Maciariello, Joseph A., "Peter F. Drucker on Executive Leadership and Effectiveness," *Leader of the Future 2*, Jossey-Bass, San Francisco, (2006).
- Berthon, Pierre, Hulbert, James M. and Pitt, Leyland F., "To Serve or Create? Strategic Orientations Toward Customers and Innovation," *California Management Review*, 42(1):37-58, (1999).
- Drucker, Peter F., "The Theory of the Business," *Harvard Business Review*, No. 94506, September-October (1996).
- Pearce, C.L and Manz, C.C., "The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work," *Organizational Dynamics*, 34(2): 130-140, (2005).
- Drucker, Peter F., "Managing in the Next Society," *The Economist*, November 1, (2001).
- Hallowell, Ned, "Overloaded Circuits: Why Smart People Underperform,"

*Harvard Business Review*, January, (2005).

- Stewart, Bennett, “The Real Reasons Enron Failed,” *Journal of Applied Corporate Finance*, Vol. 18, No. 2, (pp.116-119), Spring (2006).
- Rankine, Graeme, “Enron’s Demise – Were There Warning Signs?” *Thunderbird, The Garvin School of International Management*, #A01-04-0017.
- DeKluyver, Cornelis A., “New Governance for a New Economy,” *Leader to Leader*, (pp. 41-47), Winter, 2001.
- Drucker, Peter F., “Really Reinventing Government,” *the Atlantic Monthly*, (pp. 49-61) February (1995).
- Drucker, Peter F., Reckoning with the Pension Fund Revolution,” *Harvard Business Review*, No. 91202, March-April, (1991).
- Light, J.O., Headley, Jonathan S., “World Pension Fund Markets,” *HBS Reading Note*, No. 9-295-027.

#### 4. Cases:

- Harvard Business School (B) *Honda*, Case 9-384-050, Date: 10/26/89.
- Business School (D1) *Japan: A Strategy for Economic Growth*, Case 9-378-106, Date: 09/26/94.
- 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.

#### 5. Other:

- Comments on the Case Method of Learning
- Capacity for Leadership Profile Questionnaire
- Drucker Foundation, Self Assessment Tool, Participant Workbook, Josey-Bass, October, (1998).
- L-BL Achieving Style Inventory,  
[http://www.achievingstyles.com/asi/instrument\\_take.asp](http://www.achievingstyles.com/asi/instrument_take.asp)

### Summary Course Schedule

1 (9/08)	The Drucker Difference: Introduction	Joseph Maciariello
2 (9/15)	Marketing	Jenny Darroch
3 (9/22)	Purpose	Richard Ellsworth
4 (9/29)	Creativity and Innovation	Mike Csikszentmihalyi
5 (10/06)	Strategy & Execution	Vijay Sathe

6 (10/13)	Shared Leadership	Craig Pearce
7 (10/20)	Economic Vision	Richard Smith
8 (10/27)	Economic Environment	Hideki Yamawaki/ Murat Binay
9 (11/03)	Accounting	Ken Ferris/Jim Wallace
10 (11/10)	Self-Management	Jeremy Hunter
11 (11/17)	Governance	Kees de Kluyver
12 (12/01)	Government and Business	Ira Jackson
13 (12/08)	Non-Profit Organization	Sarah Smith-Orr
14 (12/15)	Leadership	Jean Lipman-Blumen
	The Drucker Difference: Conclusions	Joseph Maciariello