

Module 1 Business Performance Basics

Drucker Works

- Drucker, P. F. (2011). *The Five Most Important Questions you will ever ask about Your Organization* (Vol. 90). John Wiley & Sons.
- Drucker, P. F. (1954). *The Practice of Management*.

Journals and Books

- Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard Business Review*, 74(5), 65.

Examples

- Cleveland Clinic Office of Patient Experience: <http://my.clevelandclinic.org/patients-visitors/patient-experience>
- Denver Art Museum: <http://denverartmuseum.org/about/research-reports>
- Edward Jones and Peter Drucker: http://archive.fortune.com/magazines/fortune/fortune_archive/1997/10/13/232500/index.htm
- Financial Times (FT): <http://aboutus.ft.com/corporate-information/ft-company/#axzz3zW3SZP51>
- Financial Times Success Story: <http://www.salesforce.com/customers/stories/financial-times.jsp>

Salesforce

- Salesforce Success Stories: <http://www.salesforce.com/customers/>
- Salesforce Success Community: <https://success.salesforce.com/>
- Salesforce Success Answers: <https://success.salesforce.com/answers>
- Salesforce Help & Training: <https://help.salesforce.com/home>
- Salesforce best practices for Admins: http://www.salesforce.com/assets/pdf/misc/BP_Admin.pdf

Diagnostic Tools

- Drucker School diagnostic tools: <http://drucker.cgu.edu/program/salesforce/resources/>

Other

- Best Drucker Quotes (You can vote on your favorite!): <http://www.ranker.com/list/a-list-of-famous-peter-drucker-quotes/reference>

Module 2 Customer and Market Strategy

Drucker Works

- Drucker, P. F. (1954). The Practice of Management.
- Drucker, P. F. (2008). The Essential Drucker: The Best of Sixty Years of Peter Drucker's Essential Writings on Management (Collins Business Essentials).

Journal Articles and Books

- Bossidy, L., Charan, R., & Burck, C. (2012). Execution: the discipline of getting things done. Random House.
- Berthon, P., Hulbert, J. M., & Pitt, L. F. (1999). To serve or create? Strategic orientations toward customers and innovation. California Management Review, 42(1), 37-58.
- Darroch, J. (2005). Knowledge management, innovation and firm performance. Journal of Knowledge Management, 9(3), 101-115.
- Jaworski, B., Kohli, A. K., & Sahay, A. (2000). Market-driven versus driving markets. Journal of the Academy of Marketing Science, 28(1), 45-54.
- Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: antecedents and consequences. The Journal of Marketing, 53-70.
- Kathuria, R., Joshi, M. P., & Porth, S. J. (2007). Organizational alignment and performance: past, present and future. Management Decision, 45(3), 503-517.
- Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: the construct, research propositions, and managerial implications. The Journal of Marketing, 1-18.
- Porter, M. E. (2008). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Simon and Schuster.
- Powell, T. C. (1992). Organizational alignment as competitive advantage. Strategic Management Journal, 13(2), 119-134.
- Schein, E. H. (2010). Organizational culture and leadership (Vol. 2). John Wiley & Sons.
- Slater, S. F., & Narver, J. C. (2000). The positive effect of a market orientation on business profitability: a balanced replication. Journal of Business Research, 48(1), 69-73.
- Vargo, Stephen L., and Robert F. Lusch. "Evolving to a new dominant logic for marketing." Journal of Marketing 68, no. 1 (2004): 1-17.

Examples

- Nokia Burning Platform Memo: <http://blogs.wsj.com/tech-europe/2011/02/09/full-text-nokia-ceo-stephen-elops-burning-platform-memo/>

Drucker School Business Essentials for Salesforce Reference Resources



- Philips Healthcare Success Story: <http://www.salesforce.com/customers/stories/philips.jsp>
- Salesforce General Electric (GE) success story: <http://www.salesforce.com/customers/stories/ge.jsp>
- Salesforce American Red Cross success story: <http://www.salesforce.com/customers/stories/redcross.jsp>
- TripAdvisor reviews: <https://www.tripadvisor.com/>

Salesforce

- Salesforce solutions: <http://www.salesforce.com/products/>
- Salesforce Success Stories: <http://www.salesforce.com/customers/>
- Salesforce Success Community: <https://success.salesforce.com/>
- Salesforce Success Answers: <https://success.salesforce.com/answers>
- Salesforce Help & Training: <https://help.salesforce.com/home>
- Salesforce best practices for Admins: http://www.salesforce.com/assets/pdf/misc/BP_Admin.pdf

Diagnostic Tools

- Drucker School diagnostic tools: <http://drucker.cgu.edu/program/salesforce/resources/>

Module 3 Balanced Scorecard

Drucker Works

- Drucker, P. F. (1954). The Practice of Management. Pg. 64-65.

Journal Articles and Books

- Kaplan, Robert and Norton, David (1993). "Putting the Balanced Scorecard to Work," Harvard Business Review, Sept-Oct 1993, Reprint: 93505-PDF-ENG.

Web Resources

- Kaplan, Robert—Using the Balanced Scorecard in Nonprofit Organizations: <https://www.youtube.com/watch?v=cu3es9SUlhA>
- Net Promoter Score (NPS): <http://www.netpromotersystem.com/about/measuring-your-net-promoter-score.aspx>
- NPS Scores by Industry: http://cdn2.hubspot.net/hub/268441/file-219639422-pdf/Satmetrix_US_2013_Consumer_Charts.pdf
- Statista, Market Share Beverage Market: <http://www.statista.com/statistics/387318/market-share-of-leading-carbonated-beverage-companies-worldwide/>
- Statista, Market Share Social Media: <http://www.statista.com/statistics/265773/market-share-of-the-most-popular-social-media-websites-in-the-us/>

Examples

- Boeing: <http://www.wsj.com/articles/SB10001424052970204058404577111091095438300>
- Enron: <http://www.nytimes.com/2001/11/29/business/enron-s-collapse-the-overview-enron-collapses-as-suitor-cancels-plans-for-merger.html?pagewanted=all>
- NJ Transit scorecard: www.njtransit.com/scorecard
- NJ TRANSIT: https://www.salesforce.com/assets/pdf/casestudies/pdf_cs_njtransit.pdf
- McDonalds: <https://www.washingtonpost.com/news/wonk/wp/2016/01/25/the-incredible-power-of-the-egg-mcmuffin/>
- Worldcom: <http://www.nytimes.com/2002/07/22/us/worldcom-s-collapse-the-overview-worldcom-files-for-bankruptcy-largest-us-case.html>
- 3M: http://solutions.3m.com/wps/portal/3M/en_US/3M-Company/Information/Resources/History/

Salesforce

- Best Practices for Salesforce Administrators: http://www.salesforce.com/assets/pdf/misc/BP_Admins.pdf

Drucker School Business Essentials for Salesforce Reference Resources



- Five simple ways to get the most from your Reports and Dashboards:
<https://help.salesforce.com/apex/HTViewSolution?id=000025298>
- Salesforce Trailhead Reports and Dashboards:
https://developer.salesforce.com/trailhead/en/module/reports_dashboards
- Getting Started with Salesforce Reports and Dashboards:
http://resources.docs.salesforce.com/200/6/en-us/sfdc/pdf/salesforce_analytics_overview_cheatsheet.pdf
- Salesforce Reports and Dashboards Workbook:
https://resources.docs.salesforce.com/sfdc/pdf/workbook_analytics.pdf
- Salesforce Trailhead Wave Analytics:
https://developer.salesforce.com/trailhead/en/trail/wave_analytics_explorer
- Salesforce Success Community: <https://success.salesforce.com/>
- Salesforce Success Answers: <https://success.salesforce.com/answers>
- Salesforce Help & Training: <https://help.salesforce.com/home>

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