

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

**MGT 325/706**  
***THE DRUCKER DIFFERENCE***  
**Fall 2008**

**Saturday, 9:00 a.m. - 12:00 p.m.**

**Burkle 16**

**Coordinators:** Professor Joseph Maciariello with Hideki Yamawaki

<b>Professor:</b>	Joseph Maciariello Horton Professor of Management	Hideki Yamawaki Professor of Management and Associate Dean
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## **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 EMP course. 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:

- Mihaly Csikszentmihalyi, *Creativity: Flow and the Psychology of Discovery and Invention*. HarperPerennial, (1997).
- Peter F. Drucker, *Essential Drucker*, HarperCollins. (2001).
- Peter F. Drucker, *Innovation and Entrepreneurship*. HarperCollins, (1985).
- Peter F. Drucker, (with Joseph A. Maciariello), *Management: Revised Edition*. HarperCollins (2008).
- Peter F. Drucker, and the Leader to Leader Institute, *The Five Most Important Questions You Will Ever Ask About Your Nonprofit Organization*. Jossey-Bass, (2008).
- Richard Ellsworth, *Leading With Purpose*. Stanford University Press, (2002).

### 2. Course Pack – Available at Huntley Bookstore

### 3. Book Chapters:

- Jean Lipman-Blumen, *Connective Leadership: Managing in a Changing World*. Chapters 1 and 12. Oxford University Press, (2000).
- Mihaly Csikszentmihalyi, *Creativity: Flow and the Psychology of Discovery and Inventions*, Chapters 1-4. Harper Perennial, (1997).
- Peter F. Drucker, *Age of Discontinuity*, Chapter 10. Transaction Publishers, (1969).
- Peter F. Drucker, *Ecological Vision: Reflections on the American Condition*, Afterword: Reflections of a Social Ecologist. Transaction Publishers, (1993).
- Peter F. Drucker, *Essential Drucker*, Chapters 4, 6, 19, 20, 23 and 24. Harper Business, (2001).
- Peter F. Drucker, *Innovation and Entrepreneurship*, Introduction, Chapters 1, 2, 12, 15, and Conclusion. Harper and Row, (1985).
- Peter F. Drucker, (with Joseph A. Maciariello), *Management: Revised Edition*, Chapters 4, 6, 8, 9, 15, 17, 18, 19, 20, and 44. HarperCollins, (2008).
- Peter F. Drucker, *Management: Tasks, Responsibilities, Practices*, Chapters 2 and 27. Harper and Row, (1973).
- Peter F. Drucker, *Managing for Results*, Chapter 6. HarperCollins, (2006).
- Peter F. Drucker, *New Realities*, Chapters 6, 9 and 11. Transaction Publishers, (2003).
- Richard Ellsworth, *Leading With Purpose*, Introduction, Chapters 1-4, and Chapter 10. Stanford University Press, (2002).

- Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard, *Leader of the Future*, Foreword, Jossey-Bass, (1996).
- Michael O'Neil, *Non-Profit Nation: A New Look at the Third America*, Chapter 1. Jossey-Bass, (2002).
- Craig L. Pearce and Jay A. Conger, *Shared Leadership: Reframing the Hows and Whys of Leadership*, Chapter 1. Sage Publications, (2003).

#### 4. Articles:

- Joseph A. Maciariello, "Peter F. Drucker on a Functioning Society," *Leader to Leader*, Number 37, (pp. 26-34). Summer (2005),
- Joseph A. Maciariello, "Peter F. Drucker on Executive Leadership and Effectiveness," *Leader of the Future 2*. Jossey-Bass, San Francisco, (2006).
- Pierre Berthon, James M. Hulbert, and Leyland F. Pitt, "To Serve or Create? Strategic Orientations Toward Customers and Innovation," *California Management Review*, 42(1):37-58. (1999).
- C.L. Pearce and C.C. Manz, "The New Silver Bullets of Leadership: The Importance of Self and Shared Leadership in Knowledge Work," *Organizational Dynamics*, 34(2): 130-140. (2005).
- Cornelis A. de Kluyver, "New Governance for a New Economy," *Leader to Leader*, (pp. 41-47). Winter, (2001).
- Peter F. Drucker, "Reckoning with the Pension Fund Revolution," *Harvard Business Review*, No. 91202. March-April, (1991).
- J.O. Light, Jonathan S. Headley, "World Pension Fund Markets," *HBS Reading Note*, No. 9-295-027.
- Pedace, Roberto. (2008). "Earnings, Performance, and Nationality Discrimination in a Highly Competitive Labor Market as an Analysis of the English Professional Soccer League," *Journal of Sports Economics*, Vol. 9, No. 2, April, (115-140).

#### 5. Cases:

- Harvard Business School *Honda (A)*, Case 9-384-049, Date: 10/26/89.
- Harvard Business School *Honda (B)*, Case 9-384-050, Date: 10/26/89.
- 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. (handout, not found in course pack)

#### 6. Other:

- Comments on the Case Method of Learning
- "POSE" Framework For Assessing Strategy and Its Success
- 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	(09/06)	The Drucker Difference: Introduction	Joseph Maciariello
2	(09/13)	Leadership	Jean Lipman-Blumen
3	(09/20)	Corporate Purpose	Richard Ellsworth
4	(09/27)	Marketing	Jenny Darroch
5	(10/04)	Nonprofit/Social Sector Organizations	Sarah Smith-Orr
6	(10/11)	Strategy and Execution	Vijay Sathe
7	(10/18)	Shared Leadership	Craig Pearce
8	(10/25)	Creativity & Innovation	Mihaly Csikszentmihalyi
9	(11/01)	Peter Drucker: The Humanist Economist	Jay Prag
10	(11/08)	Management as a Liberal Art	Joseph Maciariello
11	(11/15)	Accounting	Jim Wallace
12	(11/22)	Governance	Kees de Kluyver
	(11/29)	Thanksgiving Holiday	No Class
13	(12/06)	Pension Funds/ Labor Markets, Human Resources & Personnel Economics	Murat Binay/ Roberto Pedace
14	(12/13)	Government & Business	Ira Jackson