

## The Essential Drucker

- Purposes
- Western audience
- Sources
- Omits 5 important books
- Major sections
  - ▲ Management
  - ▲ Individuals
  - ▲ Society
  - ▲ The challenges ahead

## Purposes

- Coherent and fairly comprehensive introduction to management
- Overview of works on management
  - ▲ Where do I start to read Drucker?
  - ▲ Which of his writings are essential?

## Western audience

- Growing number of people who, while not themselves executives, have come to see management as an area of public interest
- An increasing number of students in colleges and universities, while not necessarily management students, see understanding of management as part of a general education
- A large and rapidly growing number of mid-career managers and professionals who are flocking to advanced-executive programs, both in universities and their employing organizations

## Sources (original publications)

- The New Realities (1988).
- Management, Tasks, Responsibilities, Practices (1974).
- Managing for the Future (1992)
- Management Challenges for the 21st Century (1999).
- Management in a Time of Great Change (1995)
- The Practice of Management (1954).
- The Frontiers of Management (1986)
- Innovation and Entrepreneurship (1985)
- The Effective Executive (1966)
- Post-Capitalist Society (1993)
- All these books are still in print in the United States and in many other countries.

## Omits 5 important books

- The Future of Industrial Man (1942);
- Concept of the Corporation (1946);
- Managing for Results (1964; the first book on what is now called "strategy," a term unknown for business forty years ago);
- Managing in Turbulent Times (1980);
- Managing the Non-Profit Organization (1990).

## MANAGEMENT

- Management as Social Function and Liberal Art
- The Dimensions of Management
- The Purpose and Objectives of a Business
- What the Nonprofits Are Teaching Business
- Social Impacts and Social Problems
- Management's New Paradigms
- The Information Executives Need Today
- Management by Objectives and Self-Control
- Picking People—The Basic Rules
- The Entrepreneurial Business
- The New Venture
- Entrepreneurial Strategies

## SOCIETY

- A Century of Social Transformation—(from farmers and domestic servants to) Emergence of Knowledge Society
- The Coming of Entrepreneurial Society
- Citizenship through the Social Sector (includes the need for community)
- From Analysis to Perception—The New Worldview
  - ▲ ENIAC (1946) began an age in which information will be the organizing principle for work
  - ▲ The social impacts of information
  - ▲ Form and function
  - ▲ From analysis to perception

## THE INDIVIDUAL

- Effectiveness Must Be Learned
- Focus on Contribution
- Know Your Strengths and Values
- Know Your Time
- Effective Decisions
- Functioning Communications
- Leadership as Work
- Principles of Innovation
- The Second Half of Your Life
- The Educated Person

## The Challenge Ahead

- the paradox of rapidly expanding economy and growing income inequality--the paradox that bedevils us now
- growing health care and education, possibly a shrinking market for goods and services
- center of power shifting to the consumer--free flow of information
- knowledge workers as an expensive resource
- governments depending on managers and individuals