

1954

PETER F. DRUCKER

A philosopher, economist, and political and social scientist, the Austrian-born Mr. Drucker is one of the nations top management consultants and scholars of the modern corporate society.

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The Practice of Management. Harper Bros., (1954).

Some of the more significant points of the book are:

1. Economic performance is the first function of management
2. The purpose of business is to create customers - the function of marketing and innovation
3. Management by objectives motivate a manager to action because the objectives of his assignment demand it particularly in decentralized organizations
4. Principle of federal decentralization for structuring organizations into divisional profit centers
5. Management decision-making should focus more on defining the problem than seeking an immediate solution

Source. Mee, John E. 20th Century Management Thought.

Management: Tasks, Responsibilities and Practices. Harper Bros., (1973).

Represents a comprehensive distillation of Drucker's thoughts on management. The book is divided into three main sections.

I. The Tasks

A. Business Performances - objectives and strategic planning

B. Performance in service institutions

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PETER F. DRUCKER (cont.)

C. Productive worker and achieving worker - "People are our greatest asset."

D. Social Impacts and Social Responsibilities

1. Quality and life
2. Business and government
3. Ethics

II. The Manager

A. Manager's Work and Jobs - MBO

B. Managerial Skills

1. Effective decision making
2. Communications
3. Control

C. Managerial Organization

1. Work and task focused design
2. Result focused design
3. Relations focused design

III. Top Management

A. Top Management Tasks and Organization

1. Top management team with a leader and each member with a specific responsibility
2. An effective Board - two functions
 - a. Review organ. for top management
 - b. Public and community relations

B. Strategies and Structures

1. Determining the right organizational size
2. Diversification
3. Growth and Innovation