

Peter F Drucker - Strategic planning White paper

This white paper describes the courses offered by the Peter F Drucker graduate school of management to train students to plan strategically.

Contents

Preface	i
Introduction	2
Available courses	3
Appendix	6

Version 0.01a/2

Date 5 September 2005

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Date printed 5 September 2005

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This document was prepared using Word for Windows 97/2000.

7/2001 Subject to change without notice.

Printed in Australia.

Preface

Purpose

This white paper describes the courses offered by the Peter F Drucker graduate school of management to train students to plan strategically.

Intended audience

Ripose associates - this document is provided as part of the 'Breaking the strategic planning barrier' and is not to be distributed on its own.

Structure

Introduction Provides an initial introduction to Peter F Drucker.

Available courses Contains the courses offered by the Peter F Drucker school of management.

Appendix Contains details about the units on offer

Associated documents - White papers

Seven steps Details the Ripose seven steps

Grammar Explains the terms used by the Ripose Technique

Knowledge management Describes how Ripose supports the concept of knowledge management

Introduction

Peter F Drucker is a world-renowned author and management consultant in the field of business strategic planning. He has authored some 29 books covering industrial organization, management, leadership development, the culture of business, employee motivation and strategy. In addition to this he has set up a post graduate school to train students to plan strategically.

This white paper is not a critique of the courses taught, but merely to analyse them and place them in context to the Ripose 3 tier strategic planning model.

People wishing to know more about the school can visit the following web site <http://www.drucker.cgu.edu/>.

The Peter F Drucker graduate school of management delivers two major courses, each with their own set of curriculum. They are the MBA course (see <http://www.drucker.cgu.edu/html/prospective/fullpart/courses.htm>) and the Executive MBA course (see <http://www.drucker.cgu.edu/html/prospective/executive/courses.htm>).

The following table summarises the percentage of courses that cover the components of the Ripose 3 tier strategic planning model:

Component	MBA	Executive MBA
Objectives	30%	32%
Knowledge	13%	18%
Strategies	57%	50%

Available courses

MBA course

This course has 23 units that address the 3 major components of strategic planning as follows:

- 7 address objectives
- 3 address knowledge
- 13 address strategy

The following table contains the course unit and the Ripose related cross-reference:

Course unit	Type
Organization information processing systems	Knowledge
Technology management and operations	Strategy
Managerial & global economics	Objective
Morality & leadership	Objective
Marketing management	Objective
Marketing research	Strategy
Financial & managerial accounting & control	Objective
New products/services planning	Strategy
Institutional investment management.	Objective
Corporate financial management	Strategy
Management, derivatives and risk.	Strategy
Financial derivatives	Strategy
The strategy course	Strategy
Organization performance improvement-business process reengineering	Strategy
Organizational behavior/organizational theory	Objective
International and multinational business	Knowledge
Applied operational methods	Strategy
Entrepreneurship & corporate revitalization	Strategy
Managing crisis: contemporary theory & practice	Strategy
Management control of projects	Strategy
Corporate financial policy & strategy	Strategy
New venture finance	Objective
Honors consulting projects	Knowledge

Executive MBA course

This course has 40 units that address the 3 major components of strategic planning as follows:

- 13 address objectives
- 7 address knowledge
- 20 address strategy

The following table contains the course unit and the Ripose related cross-reference:

Course unit	Type
Strategy & the implementation of change	Strategy
IS management issues	Knowledge
Electronic customer relationship management (eCRM)	Strategy
Strategy: the new realities of competition	Strategy
Financial and managerial accounting	Strategy
Quantitative methods	Objective
Strategic decision-making	Strategy
Strategic thinking	Strategy
Team Leadership	Objective
Financial side of management	Objective
Organizational behavior	Knowledge
Designing more effective organizations	Knowledge
New demands on the executive	Objective
Information based organizations	Knowledge
Global human resource management	Strategy
Management of technology	Strategy
Marketing management	Strategy
Managing electronic commerce	Strategy
Executive leadership	Strategy
Strategy implementation	Strategy
New product marketing	Knowledge
Knowledge mgmt-how to use information science	Knowledge
Revitalization	Objective
Change management	Strategy
Syllabus creativity & innovation	Objective
Leadership & the making of meaning	Strategy
Morality and leadership	Objective
Critical issues in strategic management	Objective
New venture finance	Strategy
Financial strategy	Strategy
Syllabus global strategy	Strategy
Economics of strategy	Strategy
Introduction to global economy	Knowledge

Course unit	Type
Current issues in global economy	Objective
Strategic alliances	Objective
Japanese markets	Strategy
Mergers, acquisitions & valuation	Objective
Quantitative methods for Ph.D. students	Objective
Quantitative methods (literature review)	Objective
Strategy (literature review)	Strategy

Conclusion

The course material covered in both the MBA and Executive MBA appears to be comprehensive.

The time taken to complete these courses is the only issue. The following table is an attempt to estimate how much time a full time and part time student would require to complete each post graduate degree:

	Part time	Full time
MBA	3 years	1½ years
Executive MBA	5 years	2½ years
Total	8 years	4 years

From our study of the course content, the Ripose Technique appears to be highly complimentary.

Appendix

The following tables contain the details of the units on offer and the type of strategic planning component they cover in general.

MBA course units

Details	Type
<p>MGT 303: Organization information processing systems An introductory course aimed at the understanding and analysis of the flow of information within an organization. The basic tools and techniques needed for representing systems in subsequent courses are introduced here. An organization-theoretic approach is used to explore the impact of information-processing requirements on organizational design and management process. Alternative models of organizational decision-making and their information requirement are discussed.</p>	Knowledge
<p>MGT 304: Technology management and operations This course investigates the nature of technology, the process of innovation, and the use of new and existing technologies - and their role in the effective management of organizations. We consider the nature and kinds of technologies, the organizational process involved in using and changing technologies, the industrial and institutional context of technology change, the interfaces of technology with marketing and manufacturing, technology development and product development, and technology management in international business.</p>	Strategy
<p>MGT 314: Managerial & global economics Provides guidelines for developing corporate strategies and plans with emphasis on maintaining or improving market position. Analyzes changes in and interactions among productivity, operating costs, pricing, and demand patterns. Surveys the effects of current and emerging technologies, including robotics, computerization, and integrated information systems. Presents a framework for integrated decision-making and performance evaluation on based on field research.</p>	Objective
<p>MGT 315: Morality & leadership Explores the central role of ethics in effective executive leadership. Addresses practical issues concerning personal and organizational performance within the context of moral philosophy. Develops analytical and judgmental skills in dealing with "gray" situations involving ethical dilemmas, e.g., situations in which conflicts arise among a manager's responsibilities to one's consciousness, values, and moral beliefs, to other individuals, and to society as a whole. Examines the relationship of moral behavior to an organization's performance, one's effectiveness as an organizational leader, and building a life of integrity. Clarifies and explains important philosophical traditions and different forms of moral reasoning.</p>	Objective

Details	Type
<p>MGT 321: Marketing management Examines the role of marketing in organizations. Presents the fundamentals of the marketing concept as well as alternative corporate operating philosophies, strategic marketing concepts and tools, and the development of the marketing system. Examines the marketing system and the characteristic and buying behavior of consumer and organizational markets. Topics include: product life cycle, product portfolio management, marketing research, managing existing products and services, product and service quality, customer satisfaction, new product planning, pricing and promotion strategies, marketing controls, and international marketing.</p>	Objective
<p>MGT 324: Marketing research Covers the types and sources of information needed for marketing planning and decision-making, marketing information systems, the research process, and the techniques, designs, and methodology used for marketing research. Emphasizes the types of research that support the development of strategic marketing plans. Reviews design and execution of customer surveys, techniques for segmenting markets and positioning products and services, advertising effectiveness research, new product research and testing, and the control of marketing operations.</p>	Strategy
<p>MGT 326: Financial & managerial accounting & control Provides an understanding of financial reporting concentrating on the identification, measurement, and reporting of the financial aspects of economic events to enable investors and creditors to make informed decisions. Emphasizes the use of accounting information in managing an organization. Covers the issues of costing systems, activity-based accounting, and just-in-time production.</p>	Objective
<p>MGT 330: New products/services planning Emphasizes the integration of product development and engineering management activities across functional areas and fosters a hands-on approach in learning how to market new products. Project teams design, develop, and test their own new product ideas with the guidance of the instructor.</p>	Strategy
<p>MGT 334: Institutional investment management Explores the different facts of bank management: the role of the Federal Reserve Bank in the management of a bank, bank services provided to large institutional public retirement funds, bank services related to managing a large public retirement fund portfolio, the use of an investment management consultant to evaluate bank services, the utilization of derivatives in the management of a bank, evaluating a real estate portfolio, and managing a commercial mortgage portfolio.</p>	Objective

Appendix

Details	Type
<p>MGT 335: Corporate financial management Develops understanding of basic principles of effective financial management. Introduces models for both the investment and corporate funding aspects of financial management, and focuses on the application of these models in active management practice. Also introduces the markets, market participants, and instruments important to financial management practice.</p>	Strategy
<p>MGT 337: Management, derivatives and risk Develops an understanding of the models and concepts of profitable investing, relying on theoretical development and consideration of observed pricing, market, and participant behavior. Examines the markets through which investment funds are channeled and the motivations of the investing and borrowing communities.</p>	Strategy
<p>MGT 339: Financial derivatives Develops an understanding of mathematical and managerial tools necessary for the analysis, pricing, and design of financial derivatives. Includes an introduction to stochastic processes, the Black-Merton-Scholes option pricing model, alternative pricing models, forward, futures, options, swaps, exotic options and special topics including fixed income portfolio management, value at risk and real options.</p>	Strategy
<p>MGT 340: The strategy course Examines the basic analytical concepts and processes underlying the formulation of strategy-the content of a sound strategy, the analysis of industries, the analysis of competitors, and the generic forms of strategy (differentiation and cost leadership) designed to secure a competitive advantage--and applies these concepts to advanced strategic issues. Reviews the central role of corporate purpose in strategy formulation, the development and leveraging of core competencies, the blurring boundaries of the firm as viewed through strategic alliances and diversification, strategy formulation in global industries, the intensifying competitive forces affecting the ability to sustain competitive advantages, and the process of strategy formulation.</p>	Strategy

Details	Type
<p>MGT 344 Organization performance improvement-business process reengineering (BPR)</p> <p>Provides an important cross-functional methodology for organizational performance improvement that combines elements of industrial engineering, strategic performance measurement, information systems, and organization development. Recent extension of the BPR methodology address enterprise software and knowledge management. The course addresses the history and evolution of BPR; the relationships between BPR and organizational strategy, the information technology infrastructure, and change management; and the BPR methodology. The course involves a project - to conduct a BPR analysis, conceptual redesign, and implementation plan - for a real client organization.</p>	Strategy
<p>MGT 345: Organizational behavior/organizational theory</p> <p>Provides an over-view of key organizational processes that affect people and vice versa. Integrates the findings of the behavioral sciences with managerial experience. Topics may include: motivation, productivity, staffing, leadership, job satisfaction and alienation, performance appraisal, decision making, power, turnover, job design, organizational structure, and organizational change.</p>	Objective
<p>MGT 355: International and multinational business</p> <p>Focuses on the international dimension of business, including trade, financial and foreign investment patterns, and problems and policies at the corporate and national levels. Covers theoretical, institutional, and case analyses of major issues, including the impact of international codes and organizations on corporate policies in home and host countries; the effect of changing governmental policies on multinational companies; techniques for assessing foreign environments; and strategies for managing international operations. Using a wide range of data sources, cases, and other empirical studies, each student will prepare an individual study of a specific company and country.</p>	Knowledge
<p>MGT 360: Applied operational methods</p> <p>The intent of this course is to further provide analytical concepts/tools for supplementing the management of operations and the decision-making processes within organizations. This course will enhance students' ability to perform the quantitative analysis necessary in order to make good decisions. Coverage is topical and will include decision analysis, key concepts of statistics, forecasting, project scheduling, inventory management, queuing and waiting-line theory, quality management, and simulation.</p>	Strategy

Details	Type
<p>MGT 362: Entrepreneurship & corporate revitalization Investigates revitalizing mature corporations, corporate venturing, acquisitions, turnarounds, and entrepreneurial management. Explores the dynamics of business start-ups, leveraged buyouts, and acquisitions leading to an entrepreneurial career. Uses Harvard case studies with supporting videos constitutes 50% of the course work. Requires field projects with an existing company (possibly yours), a corporate venture plan, a business plan for a start up, or a customized project.</p>	Strategy
<p>MGT 364: Managing crisis: contemporary theory & practice Examines contemporary theory and practice in the prevention and management of crises. Uses several conceptual frameworks for analyzing the character, impact, and consequences of crises. Applies these frameworks to a variety of private and public sector case studies, including Bhopal, the Cuban Missile Crisis, and the Tylenol case. Uses a multi-disciplinary approach to explore the dynamics of crisis decision-making and Supplements readings with in-class the multifaceted consequences of crisis. Documentary videos and crisis simulation.</p>	Strategy
<p>MGT 381: Management control of projects Applies general principles of management control to specific problems raised in the management control of projects. Examines the general principles of management control using the case study approach.</p>	Strategy
<p>MGT 391: Corporate financial policy & strategy Identifies investment and financing strategies, which enhance corporate value and competitive advantage, and develops a framework of analysis and sensitivity to issues of transaction and implementation.</p>	Strategy
<p>MGT 392: New venture finance Gives students and opportunity to participate in the role of either entrepreneur or venture capitalist in a real-time negotiation over the terms of a proposed new venture-financing situation. Teams-will be assigned and consist of entrepreneurs or venture capitalists. Using materials provided, they will then participate in real-time negotiations over value, the structure of financing, and how ownership will take place in individual and small group settings (with instructor present) rather than formal classrooms. After several rounds of negotiation, debriefing of each team with a series of final presentations and comparisons of the negotiations will take place. A possible member of the venture capital community will participate in initial class discussions and at final presentations. Admission by instructor permission only. UBA and EW students are eligible.</p>	Objective

Appendix

Details	Type
<p>MGT 396a & b: Honors consulting projects</p> <p>As an elective, honors course, allows Second year students to apply what they have learned to a rigorous field-based consulting engagement. The first four units address the specific knowledge and skills required in the consulting industry. The second session eight units revolve around an intensive and strategically significant six-month assignment with a client company.</p>	Knowledge

Executive MBA course units

Details	Type
<p>EMGT 300: Strategy & the implementation of change</p> <p>Surveys the modern analytical frameworks of strategic management, and examines how the various business functions work together in formulating strategy, in a participative workshop format. Examines the links between strategy, organization culture and leadership in implementing major change, with examples and lessons from major companies.</p>	Strategy
<p>EMGT 302: IS management issues</p> <p>The purpose of this course is to introduce EMBA students to current developments in information systems (IS) from a managerial point of view. The topics were selected because each involves considerable investment of the firm's resources and time, and hence requires senior management in the decision process</p>	Knowledge
<p>EMGT 304: Electronic customer relationship management (eCRM)</p> <p>Electronic customer relationship management (eCRM) focuses on using electronic channels (e.g. the Internet) to develop effective customer acquisition and retention strategies throughout stages in the buying/selling process. Emphasis is on developing participants' marketing decision-making skills through the use of analytical tools such as segmentation, targeting and profiling of online customers, customer lifetime value analysis, customer interface usability/testing and online service gap analysis; and tactical tools such as electronic lead generation, cross-selling and automated recommendations, customization, and online customer service.</p>	Strategy
<p>EMGT 307: Strategy: the new realities of competition</p> <p>Recent work on strategy challenges the notion of sustainable competitive advantage derived from industry analysis, product market portfolio selection, and their resource allocation. Although these concepts, tools, and techniques are useful, their durability and value need to be assessed in a world of intense global competition and instant communication, where competitive advantage may not be sustained for long. Success also depends on outpacing competition, creating new industry boundaries, making new competitive rules, and stretching and leveraging available resources and capabilities</p>	Strategy

Details	Type
<p>EMGT 311: Financial and managerial accounting</p> <p>This course presents financial accounting as an essential part of the decision-making process for the business manager, voter, taxpayer, and government official. Topics will include the flow of funds, accounting principles and conventions, and financial-statement preparation and analysis.</p>	Strategy
<p>EMGT 313: Quantitative methods</p> <p>This course provides an overview of selected concepts from the fields of finance, management science and statistics that (1) are fundamental to the managerial decision-making process, and (2) will be utilized in later coursework. Course activities focus on data and decision analysis, forecasting, model building, optimization and probability. It includes the introduction and use of computer spreadsheet software and implementing concepts. Concepts from basic and intermediate algebra after a brief review are required. Note: Experience using computer-based spreadsheets is helpful but not required.</p>	Objective
<p>EMGT 314: Strategic decision-making</p> <p>A distinguishing characteristic of executives is their responsibility for strategic decision making. This course focuses on analytical skills for resolving problems across a range of managerial settings. Topics include division analysis; uncertainty and risk assessment; and game theory and applications. Note: Because this course is taught in an intensive format over four weekends, attendance is required at each class and class size is strictly limited to 25 participants. Prereq: EMGT 313 or permission of instructor.</p>	Strategy
<p>EMGT 316: Strategic thinking</p> <p>This course is a continuation of EMGT 314 "Strategic decision-making." The course focuses on strategy problems in interactive situations. Topics include creative thinking and problem structuring; competitive and cooperative analysis; and strategic bargaining and negotiation. Note: Prerequisite: EMGT 314 Strategic decision-making or permission of the instructor.</p>	Strategy
<p>EMGT 317: Team Leadership TBA</p>	Objective

Details	Type
<p>EMGT 320: Financial side of management</p> <p>This course explores the fundamental nature of the corporate finance function and the conceptual and theoretical underpinnings of tools for successful financial management. The course is divided into two parts. In Part I, the theory of finance is examined using a conceptual approach that provides the basic tools and concepts necessary for the handling of financial decision-making situations. Topics include capital budgeting, capital markets and securities, risk, return and diversification, valuation, cost of capital, and capital structure. In Part II, an array of cases is used in order to foster students' ability to apply the tools and analytical skills to real-world situations.</p> <p>Prerequisite: 311, Financial and Managerial Accounting. For social sector leaders are important for business leaders and managers too. Business people are welcome to enroll.</p>	Objective
<p>EMGT 331: Organizational behavior</p> <p>We will begin by examining how organizations are changing and evolving. We will focus on five likely characteristics of organizations of the future: networked; flat flexible; diverse; and global. We will contrast these characteristics with more traditional forms of organization and explore the relative merits of each. For example, more tradition models of organization focus on maintaining internal stability and buffering the effects of the environment while the new organizational form is more focused on linking with the environment and ongoing adaptations. Currently, most organizations are somewhere between the "old" and "new" models and this causes organizational tension. We will examine this tension and explore the forces that appear to be pushing organizations toward the new model.</p>	Knowledge
<p>EMGT 333: Designing more effective organizations</p> <p>Lecture topics for this course include how business conditions are changing, and what impacts these changes are having on traditionally structured organizations; current theories of design; clarifying corporate mission and management philosophy; analyzing work systems, organizational structures, and employee needs; and developing alternatives that create meaningful work and successful companies.</p>	Knowledge
<p>EMGT 337: New demands on the executive</p> <p>Organizations and jobs are in rapid transition. What they will look like in twenty years is impossible to predict. But they will look different. And several important trends are already clearly discernible. What they are and what impacts they are likely to have on the job, work and performance capacity of the individual executive--in business and in non-profit alike--is the subject of this course.</p>	Objective

Details	Type
<p>EMGT 338: Information based organizations</p> <p>Organizations, businesses; non-profits including churches; government agencies, are rapidly being re-structured around information. For 150 years, till the nineteen-eighties the trend worldwide was towards an <i>employee society of organizations</i>. Now the trend is towards a society of Networks built around information. This course discusses the implications for organization structure; the new relationships: outsourcing; part-timers; "the virtual office" and the "the virtual corporation"; what tomorrow's organization will look like; and the requirements in terms of human resources, information, and strategies.</p>	Knowledge
<p>EMGT 339: Global human resource management</p> <p>In the short space of over thirty years, the arena of big business has moved from national markets with foreign exports to regional markets (Asia, American and Europe), and on to global markets. "Globalism" has become a fashionable word. In the search of competitive advantage, we are beginning to see firms playing a global game. This course will provide an overview of human resource management and development policies and practices in different continent, such as Asia, American, Africa, Europe, and South Pacific. It will specifically focus on human resource management and development in international joint ventures and global corporations. Topics include: hiring and selection, training, compensation, motivation, performance appraisal, retention in international setting, cross cultural management, and the development of global managers</p>	Strategy
<p>EMGT 342: Management of technology</p> <p>In today's fast moving technological, political, and institutional environment, generic frameworks cannot provide managers with the specificity, complexity, and the nuance detail on which to build a firm's technological capabilities or strategies for success. There are many dimensions to strategically managing technology development. Internal to the organization, new technologies represent a threat to the status quo and the in-place equilibrium, structure, processes, and culture. Managers must maintain a stable and understandable organization while at the same time they must aggressively pursue new technologies in a world that seems to change in nano-seconds. In a near zero-sum game for resources managers must allocate resources to secure success with current technologies, products, processes, and customers while simultaneously shaping and protecting the future with new technology developments. The intent of this class is to drive out a few fundamental core concepts and ideas, which have proved, successful - and not so successful - in bringing new, supply chain applications, security, payments, economic and legal considerations. Examines opportunities for customer acquisition, information-based products and services, and operational efficiencies.</p>	Strategy

Details	Type
<p>EMGT 343: Marketing management</p> <p>Introduction to the fundamentals of marketing through a series of decision problems encountered by marketing managers. It emphasizes marketing strategy, planning, and control. Topics include buyer behavior, market segmentation, product policy, pricing and promotion strategy, distribution channels, and marketing research.</p>	Strategy
<p>EMGT 346: Managing electronic commerce</p> <p>Deals with what managers need to know about managing electronic commerce. Includes business-to-consumer (B2C), intra-business, and business-to-business (B2B) applications. Considers specific industries, supply chain applications, security, payments, economic and legal considerations. Examines opportunities for customer acquisition, information-based products and services, and operational efficiencies.</p>	Strategy
<p>EMGT 347: Executive leadership</p> <p>You will address the question of what leads to outstanding performance as a general manager. It begins with a study of the inertial forces that drive organizations toward fragmented, bureaucratic activity and that pose a fundamental challenge to effective managerial leadership. The remainder of the course studies three contrasting views of leadership, each of which is grounded in a long intellectual tradition and gives a different, yet internally consistent and persuasive answer to the question of what distinguishes outstanding managers from their run-of-the-mill counterparts. We will discuss the conflicting approaches among these views of leadership for resolving a set of fundamental dilemmas that face most leaders. It is hoped that the participants will test their own personal assumptions and beliefs about effective leadership against the arguments posed by each of the views. The course uses readings and cases.</p>	Strategy
<p>EMGT 348: Strategy implementation</p> <p>Examines the leader's tasks and responsibilities necessary to assure that the organization moves towards its desired strategic objectives. Topics include managing the strategy development process, effectively communicating the strategy to the organization, designing organizational structures and systems that support the chosen strategy, allocating resources effectively, encouraging creativity and initiative, developing employees, creating an effective work environment, and finally, deciding when and how to intervene in the decisions of subordinates.</p>	Strategy
<p>EMGT 349: New product marketing</p> <p>This course examines topics such as: searching for and screening ideas for new products and services; sources of consumer-based new product/service ideas; the new product introduction process; alternative organizational designs; reasons for new product failures; and the most effective use of research and planning. Prerequisite: 343, "Marketing Management".</p>	Knowledge

Details	Type
<p>EMGT 350: Knowledge mgt-how to use information science</p> <p>The knowledge a company and its employees have is often their most valuable asset. In the last two years, the concept of knowledge management has become important as companies attempt to manage this asset and reap return from it. This course examines what the shouting is about. Topics covered include strategic advantages, technologies, management and processes, people and culture issues, and implementation of knowledge management</p>	Knowledge
<p>EMGT 355: Revitalization</p> <p>Revitalization seeks to develop the concepts, techniques, skills and attitudes required to revitalize both the organization's performance and morale, and one's personal effectiveness and satisfaction on the job. Participants will gain insight into the organization and themselves; learn how to deal with power, influence and politics; understand the roles of manager, leader, and entrepreneur; and how to manage organizational and personal change. The curriculum is built on real-world cases, some of which have been disguised because of the sensitive nature of the issues involved Permission of instructor is required.</p>	Objective
<p>EMGT 356: Change management</p> <p>TBA</p>	Strategy
<p>EMGT 359: IS project management (course cancelled)</p> <p>The future of modern organizations depends on their ability to harness the power of information technology (IT). Practically all new IT initiatives are managed as projects. The ability to deliver high quality projects on time and within budget is an essential management skill in today's business environment. The objective of this course is to introduce the fundamental concepts of modern project management in the context of IT development projects. Special emphasis is placed on issues of organizing, planning, budgeting, scheduling, management, leadership, and control. Other topics include project risk management, quality control, and management of multiple, international, and outsourced projects. Case studies are used extensively to reinforce these concepts.</p>	Strategy
<p>EMGT 362: Syllabus creativity & innovation</p> <p>This course will review state-of-the art theoretical and applied models of creativity and innovation as they apply to a) individuals, b) groups, c) organizations, and d) historical periods and cultures. By the end of the term, students should be familiar with current thinking in the field and able to apply the concepts to relevant research problems or practical applications. Peter Drucker's Innovation and Entrepreneurship will be read closely and the students to real-life problems of interest to them will apply selected analytic concepts from this text. Other readings will include texts by Csikszentmihalyi, Ford & Gioia, Runco & Albert, and Sternberg.</p>	Objective

Details	Type
<p>EMGT 363: Leadership & the making of meaning</p> <p>This course will examine the leader's role in creating an environment in which individuals can enhance meaning. We will seek a deeper understanding of the sources of both leadership and meaning in organizational life, and how leaders can enable others (and themselves) to achieve optimal experiences while fashioning a life-long purpose. The linkage of this environment to organizational performance - to the creative act of knowledge creation and to the individual initiative that turns knowledge into a strategic reality - will also be explored.</p>	Strategy
<p>EMGT 371: Morality and leadership</p> <p>This course addresses the moral dimension of leadership. It stresses the application of moral concepts to practical case situations involving ethical dilemmas. Its objectives are to improve the participant's ability to identify ethical issues embedded in organizational decisions, to develop the intellectual concepts essential to a fuller analysis of these issues, and to understand the implications alternative resolutions of the moral dilemmas have for organizational performance and one's credibility and effectiveness as a leader. Practical questions will be addressed regarding the responsibilities and values involved in managing a firm's relationship with individual employees, the marketplace, and society.</p>	Objective
<p>EMGT 372: Critical issues in strategic management</p> <p>Designed to help the participants gain a better understanding of some of the most critical issues in the field of strategic management today. The issues addressed include: understanding some of the principal driving forces that will shape the future of international competition; the central role of corporate purpose to strategy in individual firms; the role of capital markets and corporate financial policies in shaping a firm's competitiveness in global markets; the identification of appropriate boundaries for a firm, including strategic alliances and the degree of diversification; the future of the implicit "contract" between employees and the corporation, and its implications for the meaning people find in their work and for the creation of knowledge-based competitive advantages; and the future evolution of corporate governance (particularly the role of boards of directors and institutional shareholders).</p>	Objective

Details	Type
<p>EMGT 373: New venture finance</p> <p>Entrepreneurial Finance will show the exciting and useful ways that a start-up venture is different from the lessons of corporate finance such as the impossibility to separate investment and financing decisions. A particular financing choice made at an early stage is likely to constrain the course of development of the venture for years. Students will learn how to model risk and return; estimate market value; determine how project value is affected by incorporating different kinds of real options; and develop a business plan for a new venture. This venture will convey the information critical for reviewing project performance that will address the concerns of prospective investors.</p>	Strategy
<p>EMGT374 a/b: Financial strategy</p> <p>This is case-based course on issues related to corporate financial policy and strategy. Section A covers, shareholder value, liquidity, capital structure and risk management. Section B covers incentives, executive compensation, restructuring and corporate control. Enrollment in both sections is preferred but not required.</p>	Strategy
<p>EMGT 376: Syllabus global strategy</p> <p>This 4-unit course looks at specific issues in formulating strategy in a global setting. It is scheduled in two parts - a weekend at the Drucker School and a week at Templeton College, Oxford. The first weekend will be taught by Professor de Kluyver and is designed to lay a foundation for the curriculum at Oxford where the different sessions will be led by Oxford faculty and invited speakers. A final exam will be required in the form of a written essay on an approved global strategy topic.</p>	Strategy
<p>EMGT 378: Economics of strategy</p> <p>Theories and concepts of microeconomics will provide a formal framework for managerial and strategic decision making. Economic theories seem very abstract to many students because they usually assume many unrealistic things about people and society. Students must be mindful of the fact that these assumptions are what allow economists to answer many otherwise intractable questions.</p>	Strategy

Details	Type
<p>EMGT380a: Introduction to global economy</p> <p>This course is designed to provide a framework for understanding and managing the impact of changing international economic environments and international competition. In particular, this course has the following objectives: 1. To develop a conceptual framework for business managers that will improve their ability to compete internationally. 2. To examine the sources of international competitive advantage available to firms - competitive advantages from their country bases, their specific capabilities, and their governments' policies. 3. To provide an understanding of the impacts of changing international economic environments on competitive strategy - emerging trade blocs (the European Union and NAFTA), fluctuations of foreign exchange rates, and the emergence of new markets.</p>	Knowledge
<p>EMGT 380b: Current issues in global economy</p> <p>TBA</p>	Objective
<p>EMGT 381: Strategic alliances</p> <p>A Survey of U.S. and Cross-Border Strategic Alliances" is an introductory graduate course in the emerging field of "Extended Enterprises." The course orientation is basically to (1) review the state of the art literature and studies in alliance knowledge; and, (2) to examine some of the best practices that are currently being employed by successful alliance forming companies. We will review the latest academic research, critique studies from major consulting firms, and consider experiences from firms that have formed alliances to gain an overview of the current thinking that is at the forefront of research in this area. Guest speakers will also augment class discussion.</p>	Objective
<p>EMGT 382: Japanese markets</p> <p>The object of this course is to develop the ability to formulate the effective entry strategy to the Japanese and East Asian markets. It is becoming increasingly important for U.S. firm to compete successfully in their international rival's home markets in order to remain competitive in the U.S. and the global market. This course examines the economic and structural environments, including institutional settings, regulations, and business practices, which foreign companies face when they enter the Japanese market successful and viable, and the elements that make entry unsuccessful and vulnerable. Japanese market. The focuses of the course are the elements that make entry into the Japanese market successful and viable, and the elements that make entry unsuccessful and vulnerable.</p>	Strategy
<p>EMGT 386: Mergers, acquisitions & valuation</p> <p>This is a course where we explore mergers and acquisitions, corporate takeovers, strategy, valuation, restructuring, divestitures, leveraged buyouts, and other matters related to corporate policy.</p>	Objective

Details	Type
<p>EMGT 397: Quantitative methods for Ph.D. students</p> <p>A thorough introduction to the research process, from research design to data acquisition, data analysis, and the presentation of results. Specific topics will include: formulating research questions; study design; qualitative and quantitative data gathering techniques; sampling methods; descriptive statistics; bivariate inference techniques (e.g., correlation and regression); implementing statistical procedures on the computer, and preparing effective written research reports. Limited and required of all Ph.D. participants</p>	Objective
<p>EMGT 401A: Quantitative methods (literature review)</p> <p>Provides intensive discussion and evaluation of the most important management literature, including current works. It includes such major writers as Machiavelli, Fayol, Barnard, Follett, Taylor, Likert, McGregor, Herzberg, and Drucker. Required for Ph.D. students. Open to MSAM. Open to other EMP students by request.</p>	Objective
<p>EMGT 401D: Strategy (literature review)</p> <p>Examines major and emerging perspectives in strategic management. Compares various approaches, including industrial economics frameworks, institutional theory, resource dependency and strategic resource theory, and strategic intent, core competencies and strategic capability perspectives. Includes works by Andrews, Barnard, Chandler, Porter, Rumelt, Teece, Williamson, Barney, Goshal and Moralin, Hamel and Prahalad, Doz, and others. Required of all Ph.D. students. Open to MSAM. Open to other EMP students by request.</p>	Strategy

Identification

General

Title	White paper
Subject	Peter F Drucker - Strategic planning
Author	Charles M. Richter
Version/revision	v0.01a/2, 11 July 2001
Abstract	This white paper describes the courses offered by the Peter F Drucker graduate school of management to train students to plan strategically.
Keywords	
File name	E:\RIPOSE\MARKET\Documents\Current\Deliverables\WhitePapers\PeterDrucker - White paper v0.01a.doc

Creation details

Creation date	11 July 2001, 08:34
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Modifications details

Change date	11 July 2001, 08:35
Changed by	Charles Richter
Last printed	5 September 2005, 09:47

Revision history

Version	Date	Change description
v0.01a	8 July 2001	Initial release