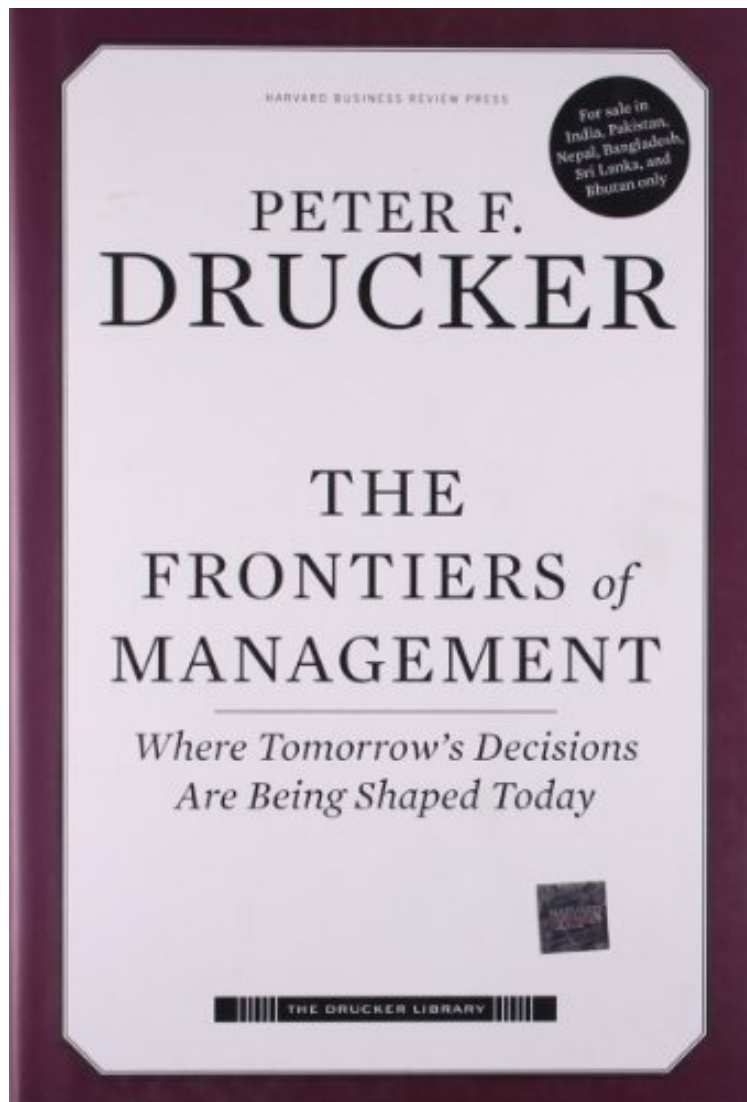


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## The Frontiers of Management: Where Tomorrow's Decisions Are Being Shaped Today (Drucker Library)

*Peter F. Drucker*

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books are still relevant today. Shipped Fast, great condition, exactly as promised. give this seller an A+0 of 0 people found the following review helpful. Drucker's *Frontiers of Management*, edition 1999 - re-visited 2015 By Peter de Toma sen. The first edition of this book was published in 1985, the second edition in 1999. The first edition starts with an interview with Peter Drucker conducted by senior writer Tom Richman which appeared in the October 1985 issue of *Inc.*: A Talk with a Wide-Ranging Mind. When asked Do you read the new management books that came out? Drucker answered: I look at a great deal of them. Once in a while you get a book by a practitioner, like [Intel Corp. president] Andy Groves book, *High Output Management*, on how one maintains the entrepreneurial spirit in a very big and rapidly growing company. I think that's a beautiful book and very important. But in order to get a book like that, I plow through a lot of zeros. My comment (MC): after ten years of researching various Guides into the Best Business Books ever, of all Time and beyond and studying almost 1000 so called best business books resulting in my 100 best business books today, 100 landmarks and classics and very interesting business books I fully confirm Peter Drucker's observation and extend it to *One-on-one with Andy Grove*, *Only the Paranoid survive* and *Swimming Across*. Andy Grove admired Peter Drucker. Richmans Question (Q) to Drucker: It doesn't bother you that Tom Peters and Bob Waterman got rich and famous for a book built on ideas, Peters has said, you had already written about? Drucker's Answer (A): No. The strength of the Peters book [*In Search of Excellence* published in 1982] is that it forces you to look at the fundamentals. The book's great weakness which is strength from the point of view of its success is that it makes managing sound so incredibly easy. All you have to do is put that book under your pillow, and it'll get done. MC: in all fairness to Peters Waterman it is known that Drucker always tried to make himself understandable instead of being highly sophisticated which is his strength too. Q: Would you like to say something disrespectful about economists? A: Yes. Economists never know anything until twenty years later. There are no slower learners than economists. There is no greater obstacle to learning than to be the prisoner of totally invalid but dogmatic theories. The economists are where the theologians were in 1300: prematurely dogmatic. We have no economic theory today. But we have as many economists as the year 1300 had theologians. Not one of them, however, will ever be sainted. By 1300, the age of saints was over, more or less, and there is nothing worse than the theologian who no longer has faith. That's what our economists are today. MC: like Tom Peters Waterman, Thomas Picketty is very successful with his best-selling book *Capital in the 21st Century*. However, I do not buy Picketty's theory see my customer review. I assume that Drucker would have criticized Picketty as an Economist, not as a writer. In Chapter 12 you find Drucker's essay *Modern Prophets: Schumpeter or Keynes?* Here is the last sentence: No one in the interwar years was more brilliant, more clever than Keynes. Schumpeter, by contrast, appeared pedestrian but he had wisdom. Cleverness carries the day. But wisdom endureth. Chapter 13 *Picking People the Basic Rules* Drucker compares George C. Marshall, the World War II army's chief of staff with Alfred P. Sloan, Jr. who ran General Motors for forty years or so, and explains their staffing principles and decision steps. The United States came out of World War II with the largest corps of competent general officers any army has ever had. Marshall had personally chosen each man. Sloan was concerned only with performance in and for GM. Nonetheless, his long-term performance in placing people in the right jobs was flawless. MC: Drucker knows exactly what he is writing about see his excellent book *Concept of the Corporation* published in 1946 which is a study of the General Motors managerial organization from within. Alfred P. Sloan published his book *My Years with General Motors* in 1963 recommended by Peter Drucker and Bill Gates: I think Alfred Sloan's *My Years with General Motors* is probably the best book to read if you want to read only one book about business. Drucker: In picking members of their cabinets, Franklin Roosevelt [US President 1933-1945] and Harry Truman [US President 1945-1953] said, in effect: Never mind personal weaknesses. Tell me first what each of them can do. Drucker concludes: It may not be coincidence that these two presidents had the strongest cabinets in the twentieth-century U.S. history. Chapter 17 *Overage Executives: Keeping Firms Young* The person who has switched to a second career at age forty-five or even fifty knows how to find and develop a third one, twenty years later. But to go out and start anew at age sixty-three or sixty-five if one has never done this earlier is difficult and discouraging. MC: readers interested in this Topic should read Drucker's excellent book "*Manage Oneself*" published also in 1999. Chapter 24 *Information-Based Organization* span of control The number of people reporting to one boss is limited only by the subordinates willingness to take responsibility for their own communications and relationships, upward, sideways, and downward. Chapter 27 *Management as a Liberal Art* Three foreigners all Americans are thought by the Japanese to be mainly responsible for the economic recovery of their country after World War II and for its emergence as a leading economic power. Edwards Deming taught the Japanese statistical quality control and introduced the quality circle. Joseph M. Juran taught them how to organize production in the factory and how to train and manage people at work. What is now the latest import from Japan and the hottest management discovery the just-in-time inventory delivery system (the Japanese word for it is Kanban) was introduced to Japan by Juran, who had been instrumental in developing it for America's World War II production effort. I am the third of these American teachers. My contribution, or so the Japanese see it, was to educate them about management and marketing. Chapter 33 *IBMs Watson: Vision for Tomorrow* I first met Watson in the early 1930s. He had been elected president of the American section of the International Chamber of Commerce a job nobody else had wanted and I, then a very young reporter, was sent to interview him. Today we realize that Watson was only forty of fifty years ahead of his time.

Watson was actually one year older than Alfred Sloan. But whereas Sloan in the 1920s created modern management by building General Motors, and with it the modern big corporation, Watson ten years later and quite independently created the plant community that we know to be the successor to Sloan's big business enterprise of the 1920s. He created in the 1930s the social organization and the work community of the postindustrial society. The first ones to see this, by the way, were the Japanese. Again and again I have been laughed at in Japan when I talk about Japan's management embodying Japanese values. Don't you realize, my Japanese friends ask, that we are simply adapting what IBM has done all along? And when I ask how come, they always say, When we started to rebuild Japan in the 1950s, we looked around for the most successful company we could find. It's IBM, isn't it? Watson also anticipated the multinational. And this, too, no one in 1940 could understand. MC: in this context I recommend two excellent books, one almost unknown, the second one ranked as a best business book: *Men-Minutes-Money* by Thomas J. Watson Sr. published in 1934, and *A Business and Its Beliefs* by Thomas Watson Jr. published in 1963 about IBM's culture, long before corporate culture became an academic discipline. Both books convey tested know-how for practitioners. 1 of 1 people found the following review helpful. *Crystal Gaze* by Drucker. By R. Santhanakrishnan. Excellent book on Management. A compilation of the papers on the contemporary trends and what they indicate for the future as seen by Drucker in the mid-eighties. This revised edition with only slight changes stands good for the economic realities of even today. That's precisely the speciality of this book. The chapter on economy deals with the economy as seen differently by Keynes and Schumpeter, two contemporary economists of which the latter is not very well known. The concept of Dynamic disequilibrium is elaborated in an easily understandable manner. Also the concept of profit as to be the future cost and the ethical questions attached with profit making are clearly answered. Cartel theory with relevance to the oil cartel and the developments leading up to the fall of the same is also dealt with. Chapters on the relevance of unions and their changing role in today's industry, inevitability of automation, need for the rationalising the salaries and wages of the blue collar workers, chapters on IBM Tom Watson, dependence of Japanese economy on US economy and the exim policies of the successive governments in US and their effect on the competitiveness of US exports all make an interesting read. The macro perspective one gets after reading the book will enable you appreciate the relevance of the projections and caveats sounded by Drucker long before today's events (and those of the recent past) showed any signs of occurrence at all.

Every decision executives make today shapes the future of their organization - as well as that of the communities and society in which the organization operates. How to make choices that lead to the best possible future for all stakeholders? Look beyond the immediate crisis of the day - to the long-term implications of your decisions and actions. In the thirty-five essays comprising *The Frontiers of Management*, classic management thinker and teacher Peter Drucker offers advice. Each selection in this compelling collection is as fresh and relevant today as it was when written in the 1980s. With every essay, Drucker teaches by example - deftly demonstrating how to put current events in their larger historical context, how to pick the right people for a given task, how to think through an acquisition. The book provides not only durable examples of a great thinker's writing but a set of ever more urgently needed lessons on how business leaders today can understand the context of their own daily decisions - and make the wisest possible choices for the future. Timely and vivid, *The Frontiers of Management* remains a practical guidebook packed with enduring wisdom.

From Publishers Weekly One of our most esteemed writers on economics and management here gathers 35 essays aimed at instructing America's industrial managers in the problems and certainly the opportunities of our postindustrial society. Drucker may be difficult reading for the novice in this field, but his pieces, arranged in categories such as economics, people, management and the organization, make clear his thesis that today's economic-industrial frontiers are being manned by more-or-less faceless entrepreneurs who are emerging as managers of the big corporations that have gone through such crises as the 1973 oil crunch devised by OPEC and the ensuing inflationary storm, the virtual takeover of the car market by the Japanese, etc. American managers, he shows, have courted disaster by going for "short term" profits, whereas innovation is the ticket for the future and for workers whose jobs are gone, the need for flexibility is urgent. Drucker shows keen insights into his themes, which range from high-tech innovations, automation, German/Japanese productivity, to the "liberal art" of management, the prophetic "visions" of IBM's Tom Watson, hostile takeovers and much more. Fortune Book Club and Executive Program main selections; BOMC alternate. Copyright 1986 Reed Business Information, Inc. From Library Journal This is a collection of 35 previously published articles and essays, 25 of which have appeared on the editorial page of the Wall Street Journal. The common theme that Drucker uses to bring them together is that the kind of tomorrow we will have depends "on the knowledge, insight, foresight, and competence of the decision makers of today." He divides his articles into four parts: Economics, People, Management, and The Organization. Each part presents Drucker's views on the direction we are or should be going to meet the challenges of the future. As with all of Drucker's books, there is likely to be high demand for this new title. Michael D. Kathman, St. John's Univ. Lib., Colledgeville, Minn. Copyright 1986 Reed Business Information,

Inc. 'This collection is full of lessons and teaches them superbly. This is vintage Drucker.' Management Today