

People and Performance

THE BEST OF
PETER DRUCKER
ON MANAGEMENT

Peter F. Drucker



Harvard Business School Press
Boston, Massachusetts

C O N T E N T S

<i>Acknowledgments</i>	vii
------------------------	-----

Part I What Is Management?

ONE Why Managers?	3
TWO Management: Its Roots and Its Emergence	9
THREE Management: A Look Backward and a Look Forward	19
FOUR The Dimensions of Management	29
FIVE The Challenges of Management	39

Part II What Is a Manager?

six Managers and Their Work	49
SEVEN Management by Objectives and Self-Control	63
EIGHT From Middle Management to Knowledge Organization	75
NINE Staffing for Excellence	85

Part III What Is a Business?

TEN What Is a Business?	93
-------------------------	----

ELEVEN	Business Realities	107
TWELVE	The Power and Purpose of Objectives	115
THIRTEEN	The Delusion of Profits	123
FOURTEEN	Managing Capital Productivity	127
FIFTEEN	Managing the Public Service Institution	133
Part IV Organizing and Managing for Performance		
SIXTEEN	The Innovative Organization	149
SEVENTEEN	The Building Blocks of Organizations ...	169
EIGHTEEN	... And How They Join Together	181
Part V How Can Managers Use the Strengths of People?		
NINETEEN	Is Personnel Management Bankrupt?	191
TWENTY	What We Know About Work, Working, and Worker	203
TWENTY-ONE	Worker and Working: Theories and Reality	219
TWENTY-TWO	How to Be an Employee	233
Part VI Management in Society and Culture		
TWENTY-THREE	Management and the Quality of Life	247
TWENTY-FOUR	Social Impacts and Social Problems	259
TWENTY-FIVE	The Limits of Social Responsibility	275
TWENTY-SIX	The Ethics of Responsibility	283
	<i>Definitions of Key Terms</i>	293
	<i>Index</i>	311