

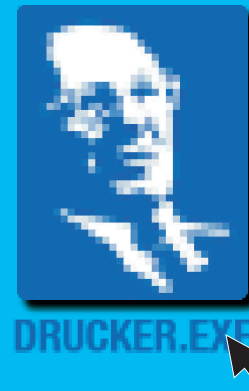
“One of the specific qualities of knowledge is that it makes itself obsolete very fast. Skills last unchanged for centuries, knowledge changes every few years. If you don't renew your knowledge often and thoroughly, you become obsolete and fall behind.”

-Peter Drucker, 2000

**PRISM CENTER OF LEARNING ALONG WITH THE DRUCKER INSTITUTE
AT CLAREMONT GRADUATE UNIVERSITY PRESENTS THE DRUCKER
CURRICULUM IN INDIA**

Today, knowledge is the key to survival. It is not unknown that modern organizations rely on information to keep their business ticking and so the pressure has increased to create a new breed of managers - a league of change agents that are up to date with modern management practices. The Drucker Curriculum provides the platform to do just that. Drucker's forward thinking finds particular importance in today's business world and prepares managers and entrepreneurs not only for the journey ahead, but also guides them to choose the right path. Unleash your potential and soar to the top with valuable insights from the “Father of Modern Management.”

**“Efficiency is doing better
what is already being done.”**



ABOUT DRUCKER

Peter F. Drucker

Management Expert, Author and Teacher (1909 - 2005)

A writer of 39 books, consultant and teacher, Peter Drucker is respected for his path-breaking work in the field of management theory. He is widely credited for developing the concepts of decentralization, privatization and worker empowerment. He coined the term “knowledge worker.” Valued for his keen insight and the ability to make his theories clear, Drucker has had a significant impact on modern organizations and their management for the last 60 years.

As the son of a high-level civil servant in Austria, Drucker was fortunate to be exposed from an early age to the ideas and theories of intellectual government officials and scientists. These men and women planted seeds of reasoning that were later refined by the likes of economists Joseph Schumpeter and John Maynard Keynes. While Schumpeter enlightened Drucker about the importance of innovation, Keynes’s teachings sparked within him a concern for human beings and their relationships. Today, Drucker’s writings have led the way for organizations by throwing light on the way they function and the relationships between people.

Drucker’s foresight won him recognition in the form of honours and prestigious awards. These include the United States Presidential Medal of Freedom, honorary awards from the Japanese and Austrian governments, and New York University's Presidential Citation. In addition, Drucker received more than 25 honorary doctorates from American, Belgian, Czech, English, Spanish and Swiss universities. He was also inducted into the Junior Achievement U.S. Business Hall of Fame in 1996.

Today, the world over, Peter Drucker is remembered and valued for his contribution to the field of management and continues to reign as “The Father Modern Management.”

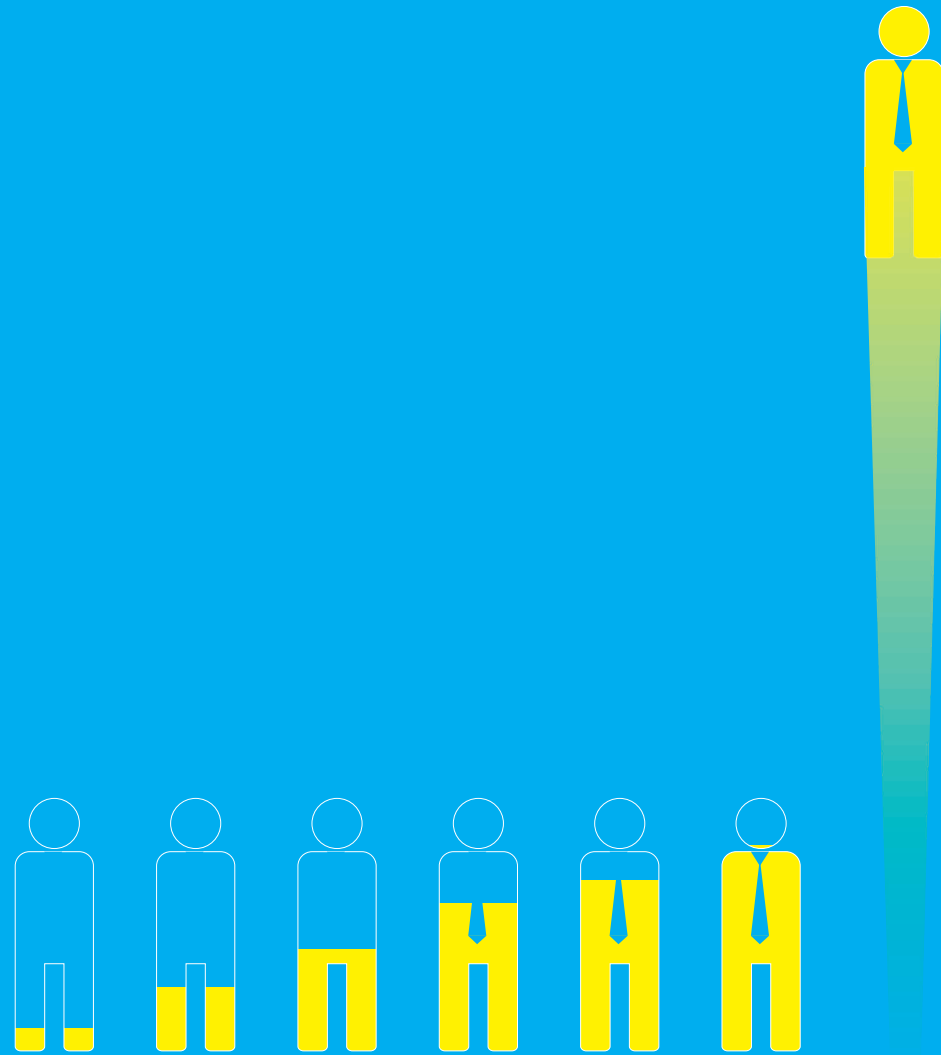
“The best way to predict the future is to create it.”



THE DRUCKER INSTITUTE

The Drucker Institute is a campus-wide resource of Claremont Graduate University and a close affiliate of the Peter F. Drucker and Masatoshi Ito Graduate School of Management. It was formed in 2006, when more than 100 leading Drucker-like thinkers and practitioners decided to carry forward the Drucker legacy in a manner that would help produce the next generation of effective managers and ethical leaders for business, government and civil society. Attendees included Jim Collins, bestselling author of *Good to Great and Built to Last*; Paul H. O'Neill, former U.S. Secretary of the Treasury and former chairman of Alcoa; A.G. Lafley, chairman and CEO of Procter & Gamble; Nobuhiro Iijima, CEO of the multi-billion dollar Yamazaki Baking Co.; and Masatoshi Ito, the founder and honorary chairman of the Ito-Yakado Group, Asia's largest retail chain. Together this group decided that the best way to advance Drucker's legacy was not just to look back at his huge body of work but to tie his ideas and ideals to the most pressing issues of today. The Drucker Institute was thus born with a mission of stimulating effective management, ethical leadership and social responsibility. Through a variety of programs, it takes Drucker's teachings to new audiences in new ways.

“Most of what we call management consists of making it difficult for people to get their work done.”



WHO IS THIS COURSE FOR?

Business owners, directors, management executives, advisors and consultants, chief audit executives, heads of finance, chartered accountants, cost accountants and students vying to reach the pinnacle of success can all get the push they require with this course. Peter Drucker has been recognized for his foresight, and his timeless management concepts are sure to make a profitable difference to your business or career.

“Wherever you see a successful business, someone once made a courageous decision.”

HOW WILL THIS COURSE HELP YOU?

Drucker’s teachings stand the test of time and can find value in every organization. This course filters his work and interprets management science and management thought processes that are exceedingly relevant to today's fast-changing business world. Topics include developing leadership skills, translating strategy into performance through MBO and the Balanced Scorecard, making effective decisions, managing work and human resources and meeting ongoing business challenges. With training by certified Drucker Associates through presentations, case studies, discussions and perspectives from leaders in industry, the course is designed to empower participants to apply the course material immediately to their business or career. At the end of the course, you can look forward to a new sense of confidence and a wider perspective on management.

“Management is doing things right; leadership is doing the right things.”



THE COURSE COVERAGE

This 14-module curriculum encompasses the essentials from the teachings of Peter Drucker—his books and scholarly articles on management, which span a period of more than sixty years. The added attraction of this course is that it also includes the ideas of other management thinkers who were influenced by Drucker's theories. Through videos, live coverage and case studies, this course translates Drucker's philosophies in a way that's accessible for the next generation of managers. Drucker's teachings can be viewed as an “organic whole,” or an interrelated system of elements that combines leadership skills and management practices.

The course was developed by **Joseph A. Maciariello**, the Academic Director of the Drucker Institute and a long-time professor at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University. The world's foremost Drucker scholar, Maciariello collaborated with Peter Drucker to publish *The Daily Drucker* and *The Effective Executive in Action*, three Internet executive development modules entitled “Leading Change” and two articles on management in the social sector. In addition, he has written three articles providing a systematic, integrated description of some of the major works of Peter Drucker. In 2008, he abridged and updated Drucker's 1973 classic, *Management: Tasks, Responsibilities, Practices*.



Joseph A. Maciariello



Module 1 – A Functioning Society and Social Ecology

Developing managers who create organizations that perform is central to developing a functioning society be it in the private, social or public sector. This module seeks to promote values that have stood the test of time while always encouraging executives of institutions to innovate, become change leaders, capitalize on “the new realities,” and thereby advance the interests of society.

Module 2 – The Theory of the Business

Drucker's teachings may be viewed as an “organic whole,” or an interrelated system of elements that encompass leadership skills and management practices. Taken together, these elements create the basis of the practice of management and the effective executive. The “Spirit of Performance” forms the core of Drucker's teachings on leadership and management. Organizations that exhibit a high Spirit of Performance are “led by executives who are committed to doing the right thing and to getting the right things done.” According to Drucker, leading a business begins by determining the “theory of the business,” which is “the way an organization intends to create value for its customers.” In this module, participants will be taught how to formulate such a theory by defining an organization's mission, core competencies, customers and criteria for evaluating results.

Module 3 – Managing Social Sector Institutions

Drucker believed that a huge managerial challenge of the 21st century would be managing service institutions. The challenge lies in the fact that businesses and service institutions are fundamentally different in terms of purpose, values, objectives and contribution to society and therefore need to be differently managed for performance. As per Drucker, the only real difference between businesses and social institutions is that businesses are paid “for satisfying the customer” whereas service institutions are paid through a budget.

Module 4 – “Making Work Productive and the Worker Achieving”

The correct question managers should ask is, “What is the simplest, the smallest, the lightest and the easiest tool that will do the job?” This systematic approach applies to all types of work, be it manual labor or knowledge work. Workers achieve when they are seen as a resource rather than a cost or a problem.

Changes within the workforce, including increasing segmentation and the arrival of more women, have posed new challenges to management. This module throws light on these issues and guides managers to manage both manual and knowledge workers effectively so that output is maximized.

Module 5 – Social Impacts and Social Responsibility

This module will help you understand the direct impact of a company's business on society and the role of social responsibility in today's world. Should social problems be turned into profit-making opportunities?

What limits companies trying to meet their social responsibilities? To what degree are companies liable to society? Find the answers.

Module 6 – “Management by Objectives, Self Control, and the Spirit of Performance”

This module teaches managers to harness individual strengths and responsibilities while giving common direction of vision and effort, establishing teamwork, and harmonizing the goals of the individual with the organization. When implemented correctly, this approach can maximize output.

Module 7 – Implementing MBO using the Balanced Scorecard

Learn how to close the gap between strategy development and implementation using the Balanced Scorecard. In addition, this module trains managers to enhance an organization's ability to implement strategy by highlighting the linkages and relationships that drive organizational performance, and by visually illustrating how an organization may convert both tangible and intangible assets into tangible outcomes.

Modules 8 & 9 – The Effective Executive – Part 1 & 2

People decisions are difficult to make and carry significant consequences. This module trains managers to know what needs to be done, to determine what is right for the enterprise, to develop action plans, take responsibility for decisions and communicating, to focus on opportunities rather than problems, to conduct productive meetings and to understand the importance of “We” over “I.” In addition, it will help you develop effective practices such as time management, concentration, contributions, building on strengths of people and making effective decisions.

Module 10 - Managerial Skills

This module covers a range of critical managerial skills for success of the executive. Communication, strategic planning, understanding the importance and purpose of controls, using the budget as a managerial tool, and leveraging management sciences for optimum results prepare managers to face challenges.

Module 11 – Managerial Organization

In this module, organizational designs of federal decentralization, simulated decentralization and systems structure are reviewed. The top management job is the most difficult and most crucial, and therefore must be assigned to responsible hands. Although boards play a very important role, they have unfortunately become ineffectual and non-functional in recent times. The responsibility to reverse this trend rests with top management.

The new organization will be centered on knowledge and will be largely comprised of specialists who direct and discipline their own performance through organized feedback from colleagues, customers and headquarters. Though economic and demographic factors play a significant role in crafting the organization of the future, the most significant factor is the arrival of information technology.



Rethink



Turnon



Start

Modules 12 & 13 – Innovation & Entrepreneurship

Policies, systems, institutions, products, processes and services all outlive their usefulness. Innovation is the specific function that endows resources with value and is the tool of the entrepreneur. According to Drucker, “what we need is an entrepreneurial society in which innovation and entrepreneurship are normal, steady, and continuous....Innovation and entrepreneurship have to become an integral life-sustaining activity in our organizations, our economy and our society.” This module equips managers to constantly innovate and encourages entrepreneurship at a managerial level.

Module 14 – Essential Drucker

Look forward to a reaffirmation of the best of Drucker's insights on the Effective Executive, the Effective Executive in Action, Effective Leadership and Effectiveness, A Functioning Society and Excellence in Performance in Social Sector Institutions. The last leg in the course, this module summarizes key concepts and equips managers with skills that can be instantly applied to their roles.

"That management has a need for advanced education - as well as for systematic manager development - means only that management today has become an institution of our society."

VENUE, DATES & TIME

The Orchid Hotel, Near Mumbai Domestic Airport, Mumbai

28 days over 14 weekends (Saturdays and Sundays)

31 October 2009 to 31 January 2010

Time: 9.30 AM to 5.30 PM

COURSE FEES

INR 180,000 plus applicable service tax. Currently service tax is levied at 10.30%.

Total course fee for one participant inclusive of service tax - INR 198,540

Course Fees include program material, refreshments and lunch. The program is non-residential. In the unlikely incidence of cancellation of the event due to reasons beyond our control, our liability will be limited to the refund of the fees.

Payment: Please enclose Cheque / DD payable at Mumbai in favor of "Prism Center of Learning Pvt. Ltd."

Registration fee is non-refundable.

Prism reserves the right to change any topic / speaker in the event of any contingency.



PRISM Center of Learning Private Limited is an organization committed to enriching management education in the Indian subcontinent. The team is made up of professionals who excel in executive education with a vision to generate effective modern managers through leadership development and general management programs.



PRISM CENTER OF LEARNING PRIVATE LIMITED

601, Janki Centre, 29, Shah Indl. Estate, Off Veera Desai Road, Andheri (W), Mumbai 400053, India.
Telefax - 022-26743675 Email - h.dattani@prismlearning.org Website: www.prismlearning.org