

**THE
PRACTICE
OF
MANAGEMENT**

PETER F. DRUCKER

HARPER

NEW YORK • LONDON • TORONTO • SYDNEY

CONTENTS

PREFACE	<i>Pag*</i> Vii
INTRODUCTION: THE NATURE OF MANAGEMENT	
1. THE ROLE OF MANAGEMENT	3
2. THE JOBS OF MANAGEMENT	6
3. THE CHALLENGE TO MANAGEMENT	18
PART ONE. MANAGING A BUSINESS	
4. THE SEARS STORY	97
5. WHAT IS A BUSINESS?	34
6. WHAT IS OUR BUSINESS—AND WHAT SHOULD IT BE?	49
7. THE OBJECTIVES OF A BUSINESS	62
8. TODAY'S DECISIONS FOR TOMORROW'S RESULTS	88
9. THE PRINCIPLES OF PRODUCTION	95
PART TWO. MANAGING MANAGERS	
10. THE FORD STORY	III
11. MANAGEMENT BY OBJECTIVES AND SELF-CONTROL	131
12. MANAGERS MUST MANAGE	137
13. THE SPIRIT OF AN ORGANIZATION	I44
14. CHIEF EXECUTIVE AND BOARD	L6L
15. DEVELOPING MANAGERS	L8A

PART TH'REE. THE STRUCTURE
OF MANAGEMENT

16. WHAT KIND OF STRUCTURE?	193
17. BUILDING THE STRUCTURE	202
18. THE SMALL, THE LARGE, THE GROWING BUSINESS	227

PART FOUR. THE MANAGEMENT
OF WORKER AND WORK

19. THE IBM STORY	255
20. EMPLOYING THE WHOLE MAN	262
21. IS PERSONNEL MANAGEMENT BANKRUPT?	273
22. HUMAN ORGANIZATION FOR PEAK PERFORMANCE	28G
23. MOTIVATING TO PEAK PERFORMANCE	302
24. THE ECONOMIC DIMENSION	312
25. THE SUPERVISOR	3<9
26. THE PROFESSIONAL EMPLOYEE	329

PART FIVE.. WHAT IT MEANS
TO BE A MANAGER

27. THE MANAGER AND HIS WORK	*	34I
28. MAKING DECISIONS		35I
29. THE MANAGER OF TOMORROW		370

CONCLUSION: THE RESPONSIBILITIES
OF MANAGEMENT

SELECTED BIBLIOGRAPHY	393
INDEX	397