



AN ABBREVIATED ANNOTATED BIBLIOGRAPHY

Peter F[erdinand] Drucker 1909–

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One method of doing bibliographic analysis is to use the citations in a published work to trace items for inclusion in the bibliography. During the research for this chapter it was very easy to find items which cited Drucker's works, but did these citations reflect an understanding of the works cited, or was Drucker's name used to simply enhance an item in the eyes of the author's peer group? Without reading each item it is impossible to tell, but I have read a selection and from this reading I have come to the conclusion that few of the authors who cite Drucker, usually in the abstract or introduction to their work, have read the Drucker item they have cited in detail. To include these items, which use the name Drucker to enhance the visibility of their publication, would undermine the value of this bibliography. I have therefore concentrated on providing a bibliography of Drucker's works and those items which in my opinion involve some understanding of Drucker's publications. There have been numerous conferences dedicated to or featuring Drucker (for example Bolin 1988; Mincavage 1984; National Rural Electric Cooperative Association: Management Services Dept. 1988, 1989). The papers from these symposia have not been included here.

Peter Drucker is a writer for the masses. By this I mean that he did not confine himself to the purely academic journals with a narrow readership but regularly published in popular periodicals such as *Harper's Magazine*, *Virginia Quarterly Review* and *Fortune*. He had regular columns (see, for example, Drucker 1979c, f–i, k, m, p, q). He worked and reworked his ideas, articles often having numerous versions as short items in periodicals, as well as longer pieces in journals (see, for example, Drucker 1993k). The items then may reappear in monographs (see, for example, Drucker 1994k). Many articles and chapters have had multiple incarnations in books edited by





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others or in updated editions of his works. His books have been translated into numerous languages. Drucker has translated numerous publications (Traverso 1999; Went 2000; Warschawski 2004).

Drucker's works are self-contained, with very few references to other works, either his own or of others (a fact confirmed by Hays and Russ-Sellers 2000). Although there are numerous online bibliographies of his works (<http://www.lib.uwo.ca/business/dru.html>; <http://www.peterdrucker.at/de/biblio/>; Stein [undated a]: 27–38) it became obvious to me during research for this volume that the items listed had not been checked and commonly were incomplete. I have tried to rectify this in the following bibliography, even so this bibliography is not complete.

Drucker's first publications appeared in 1933 and his popular writing began within a few years. He published in *Harper's Magazine* from the early 1940s to the late 1980s, in *Fortune* from the late 1940s to the 1990s, in *Atlantic Monthly* from the early 1940s to the late 1990s, and in *Harvard Business Review* from the early 1960s to the present. His books have been published, translated and reprinted, with and without new prefaces and introductions. In the following bibliography I have included only a sample of the many articles he wrote for *Harper's Magazine*, *Industry Week*, *Virginia Quarterly Review*, *Fortune*, *Saturday Evening Post*, *Forbes*, the *Economist* and the *Wall Street Journal*. Along with the works analysed in this bibliography, he has published on Japanese art (Drucker 1979n, 1982n), a number of novels (Drucker 1979a; 1982h, 1984f) and translated non-English language books into English (see Samary 1995). He practises what he preaches (see Hlava 2002).

The items covered here do not represent a complete reconstruction of the literature but provide some starting points for the researcher. I did not personally sight many of the items in the bibliography and have relied on the accuracy of the citations in the catalogues. The sources for literature are the online catalogues called WorldCat (libraries within the Online Computer Library Center Inc. (OCLC) consortium), COPAC (libraries within the academic consortium, UK), the catalogues of The British Library and the Library of Congress. The search for journal articles was undertaken using the databases available at the universities in Perth, Western Australia. No non-paper media have been included in this bibliography.

Format

The bibliography is divided into two major sections. The first provides abbreviated references, listed in chronological order, grouped under topic headings. In this section titles have been abbreviated to save space but the bibliographic details appear in full, alphabetically by author, in the second section. The topic headings in the first section deal, first, with Drucker, his philosophy and his publications (articles and chapters, then monographs); second, with items that reflect his influence on management, business,





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government and non-profit organisations; third, with the influence of his work on society, community, ethics and information; and fourth, with the influence on his work of his association with Europe and Japan. A full list of references, in alphabetical order by author, comprises the second major section. In some citations multiple dates are given, separated by commas. This indicates the reprinting of an edition. Different editions are treated as separate citations.

A number of websites are dedicated to Drucker.

- Drucker, P. F. Archives at <http://drucker.cgu.edu/archives/data/index.htm>
- The Business World According to Peter F. Drucker at <http://www.peter-drucker.com>

Drucker: the man

- Flaherty, J. E. (1970) 'Drucker the teacher'. . . .
Urwick, L. F. (1970) 'The managers' professor'. . . .
'Inside Peter Drucker' (1974). . . .
Tarrant, J. J. (1976) *Drucker: the Man who Invented the Corporate Society*. . . .
Terazawa, M. (1978) *Teira Fodo Dorakka*. . . .
Greenwood, R. G. (1979) 'Introduction'. . . .
Coser, L. A. (1984) 'George Katona (1901–1981), Peter Drucker (1909–)'. . . .
O'Toole *et al.* (1985) 'Peter Drucker: father of the new management'. . . .
Sloan, A. P. [1990] *My Years With General Motors*. . . .
This edition has a new introduction by Drucker.
Schwartz, P. and Kelley, K. (1996) 'A cantankerous interview'. . . .
James, D. (1997) 'Peter Drucker: the man who changed the world'. . . .
Beatty, J. (1998d) *The World According to Peter Drucker*. . . .
Crainer, S. (1998) *The Ultimate Book of Business Gurus*. . . .
Witzel, M. (1998) 'Drucker, Peter F'. . . .
Wren, D. A. and Greenwood, R. G. (1998) *Management Innovators*. . . .
Gabor, A. (1999) *The Capitalist Philosophers*. . . .
Panchak, P. (1999) 'Landmarks in time'. . . .
Pugh, D. S. and Hickson, D. J. (2000) 'Peter F. Drucker'. . . .
Schwartz, M. (2002) 'Peter Drucker's Weimar experience'. . . .
Baldoni, J. (ed.) (2003) *Great Communication Secrets of Great Leaders*. . . .
Prusak, L. and Davenport, T. H. (2003) 'Who are the gurus' gurus?'. . . .
Zahra, S. A. (2003a) 'An interview with Peter Drucker'. . . .
Stein, G. [undated a] *Peter Drucker (I)*. . . .
— [undated a] *Peter Drucker (II)*. . . .
These two items, in Spanish, provide an extensive biography.

Drucker: his philosophy

- Bonaparte, T. H. (1970) 'The philosophical framework of Peter F. Drucker'. . . .
Cook, E. J. and Chapman, A. F. (1970) 'Drucker, holism, and Smuts'. . . .





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- McLuhan, M. and Nevitt, B. (1970) 'The man who came to listen'. . . .
- 'Inside Peter Drucker' (1974). . . .
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- Hofstede, G. (1978) 'The poverty of management control philosophy'. . . .
- Smiddy, H. and Naum, L. (1979) 'The evolution of a "Science of Managing" in America'. . . .
- Urwick, L. F. (1979) 'Epilogue'. . . .
- Kantrow, A. M. (1980) 'Why read Peter Drucker?'. . . .
- Reprinted in Drucker (1980k, 1981).
- Clarkson, W. (1985) 'Drucker: closing the theory/practice gap'. . . .
- Kanter, R. M. (1985) 'Drucker: the unsolved puzzle'. . . .
- Galambos, L. (1988) 'What have CEOs been doing?'. . . .
- This paper and Galambos (1968) are included to set the scene for Drucker's work and thoughts. See also Beatty (2001).
- Waring, S. P. (1991) 'Virtue as managerial vision'. . . .
- (1992) 'Peter Drucker, MBO, and the corporatist critique of scientific management'. . . .
- Johnson, M. (1995) 'Drucker speaks his mind'. . . .
- Wolf, W. B. (1996) 'Reflections on the history of management thought'. . . .
- Beatty, J. (1998d) *The World According to Peter Drucker*. . . .
- Flaherty, J. F. (1999) *Peter Drucker: Shaping the Managerial Mind*. . . .
- Schwartz, M. (2001) 'Management as the spirit of the modern age'. . . .
- Wittmeyer, C. (2003) 'The *Practice of Management*'. . . .
- See also Zahra (2003b).
- Schwartz, M. (2004a) 'Drucker and Buber'. . . .

The publications of Peter F. Drucker

Articles and chapters

- (1939a) 'And perish the non-Jew'. . . .
- (1941a) 'Hitler's "*Pax Germanica*"?'. . . .
- (1941b) 'Influence of American economic policy'. . . .
- (1941c) 'Superstate and superman'. . . .
- (1941d) 'Thousand year plan'. . . .
- (1941e) 'What became of the Prussian Army?'. . . .
- (1943c) 'Keynes, White, and postwar currency'. . . .
- (1943d) 'Meaning and function of economic policy today'. . . .
- (1946b) 'Exit King Cotton'. . . .
- (1946c) 'Keynes: economics as a magical system'. . . .
- Reprinted in Drucker [1971h], (1971k).
- (1946d) 'Way to industrial peace'. . . .
- See also Drucker (1946e, 1947).
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- (1947b) ‘Henry Ford: success and failure’ . . .
Reprinted in Drucker [1971h], (1971k) and Wood & Wood (2002b).
- (1948) ‘Key to American politics: Calhoun’s pluralism’ . . .
Reprinted in Drucker [1971h], (1971k).
- (1949a) ‘Function of profits’ . . .
- (1949b) ‘The unfashionable Kierkegaard’ . . .
Reprinted in Drucker [1971h], (1971k).
- (1950a) ‘Are we having too many babies?’ . . .
- (1950b) ‘Care and feeding of small business’ . . .
- (1950d) Management must manage’ . . .
This is a summary of Drucker (1950f, 1962).
- (1950e) ‘Mirage of pension’ . . .
- (1950g) ‘Structure of the enterprise: economic, governmental, social’ . . .
- (1951a) ‘Labor in industrial society’ . . .
Reprinted in Part VII of Nordskog (1954).
- (1951c) ‘Population trends and management policy’ . . .
- (1952a) ‘Basic elements of a free, dynamic society. Part II’ . . .
- (1952b) ‘Executives are made, not born’ . . .
- (1952c) ‘Frontier for this century’ . . .
- (1952d) How [the] need of professional employees for prestige can be satisfied
outside employer’s business’ . . .
- (1952e) ‘How to be an employee’ . . .
- (1952f) ‘Management and the professional employee’ . . .
- (1952g) ‘Myth of American uniformity’ . . .
- (1952h) ‘Productivity is an attitude’ . . .
- (1953a) ‘The American genius is political’ . . .
Reprinted in Drucker [1971h], (1971k).
- (1953b) ‘The employee society’ . . .
- (1953d) ‘The liberal discovers big business’ . . .
- (1953e) ‘Today’s young people: more responsible than you were’ . . .
- (1955b) Automation, obsolescence and ownership’ . . .
- (1955c) ‘Integration of people and planning’ . . .
- (1955d) ‘The management horizon’ . . .
- (1955f) ‘Selling will become marketing’ . . .
- (1955g) ‘Success won’t save your business’ . . .
- (1956a) ‘America becomes a have-not nation’ . . .
- (1956c) ‘How to make a business decision’ . . .
- (1956d) ‘Organized religion and the American creed’ . . .
- (1957g) ‘A management structure for business with marketing as a founda-
tion’ . . .
- (1958a) ‘Business objectives and survival needs’ . . .
Reprinted in Drucker (1970i, 1977).
- (1958d) ‘Marketing and economic development’ . . .
- (1958e) ‘Philosophy for management’ . . .
- (1959g) ‘Long-range planning: challenge to management science’ . . .
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- (1959h) ‘Organized religion and the American creed’ . . .





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- (1959k) ‘Recession proof your company’ . . .
- (1959l) ‘The responsibilities of management’
Reprinted in Warner & Martin (1959).
- (1959m) ‘The tasks of management’
Reprinted in Warner & Martin (1959).
- (1959n) ‘Thinking ahead: potentials of management science’
Reprinted in Fenn (1959, 1970).
- (1959o–1960) ‘Work and tools’
Reprinted in Drucker (1970i, 1977) and in Kranzberg & Davenport (1972)
- (1960a) ‘The act of being an effective president’
- (1960c) ‘Build tomorrow’s workforce today’
- (1960f) ‘New ideas shape future schools’
- (1960g) ‘Politics for a new generation’
- (1961a) ‘The baffled young men of Japan’
- (1961b) ‘How to be an effective executive’
See also entry in the section on monographs for Drucker (1964f).
- (1961c) ‘How to pick your successor’
- (1961d) ‘Individual freedom and effective government in a society of super-powers’
- (1961e) ‘Monde qui vient: vu par un organisateur Américain’
- (1961g) ‘The technological revolution’
Reprinted in Drucker (1970i, 1977).
- (1961h) ‘This competitive world’
- (1962a) ‘Big business and the national purpose’
- (1962b) ‘Economy’s dark continent’
- (1962e) ‘Making sense of management theory’
Note: letter to the editor concerning this paper in July issue of *Harvard Business Review* (*HBR*), p. 7.
- (1962g) ‘Three steps to competitive strength’
- (1963a) ‘Japan tries for a second miracle’
Reprinted in Drucker [1971h], (1971k).
- (1963c) ‘Managing for business effectiveness’
Reprinted in Drucker (1980k, 1981; 1998m, 2003), in Harvard Business School (1998a) and in issues of *HBR* in 1975, 1987. Translated into German (Harvard Business School 1982) and Chinese (Harvard Business School 1983a).
- (1963d) ‘Meet tomorrow’s customer’
- (1963e) ‘Modern technology and ancient jobs’
- (1963f) ‘Twelve fables of research management’
- (1964c) ‘The big power of little ideas’
Reprinted in Drucker (1991b; 1998m, 2003).
- (1964d) ‘Care and feeding of the profitable product’
- (1964g) ‘Find your company’s hidden strength’
- (1964i) ‘If I were a company president’
- (1965a) ‘American directions: a forecast’
- (1965b) ‘Automation is not the villain’
- (1965c) ‘Crash New Year?’
- (1965e) ‘Is business letting young people down?’





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- (1966c) ‘The first technological revolution and its lessons’ . . .
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- (1966d) ‘How to manage your time’ . . .
- (1966g) ‘Notes on the new politics’ . . .
Reprinted in Drucker [1971h], (1971k).
- (1966h) ‘The romantic generation’ . . .
Reprinted in Drucker [1971h], (1971k).
- (1966i) ‘What the computers will be telling you’ . . .
- (1967a) ‘Are we ready for the new technologies?’ . . .
- (1967e) ‘The effective decision’ . . .
Reprinted in Drucker (1980k, 1981; 1991b; 1998m, 2003; 2004d).
- (1967j) ‘Frederick Winslow Taylor’ . . .
Reprinted in Dale (1970: 111–13) and Wood & Wood (2002a).
- (1967k) ‘How to double your sales’ . . .
Reprinted in Trotman (1970).
- (1967n) ‘Manager and the moron’ . . .
Reprinted in Drucker (1970i, 1977).
- (1968e) ‘On the economic basis of American politics’ . . .
Reprinted in Drucker [1971h], (1971k).
- (1968h) ‘Technological trends in the twentieth century’ . . .
Reprinted in Drucker (1970i, 1977).
- (1968j) ‘Worker and work in the metropolis’ . . .
- (1969f) ‘Comment: Is technology predictable?’ . . .
Reprinted in Mesthene *et al.* (1969).
- (1969l) ‘Management’s new role’ . . .
Reprinted in Drucker (1970i, 1977; 1980k, 1981; 1991b), Miner (1995) and Wood & Wood (2001).
- (1969m) ‘The once and future manager’ . . .
Reprinted in Drucker (1970i, 1977).
- (1969o) ‘The shame of marketing’ . . .
- (1969p) ‘The sickness of government’ . . .
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- (1970c) ‘Epilogue’ . . .
- (1970d) ‘How to double your sales’ . . .
Reprint of Drucker (1967k).
- (1970h) ‘New functions in urban communities’ . . .
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- (1971d) ‘Fascism as the end of economic man’ . . .
- (1971j) ‘New markets and new capitalism’ . . .
- (1971n) ‘The surprising seventies’ . . .
- (1971p) ‘What can we learn from Japanese management’ . . .
Reprinted in Drucker ([1971h]; 1971k; 1980k, 1981), Wood & Wood (2005) and Harvard Business School (1981; 1983b).
- (1972d) ‘The decision process – no room for cobwebs’ . . .
- (1972q) ‘Utilize strength and neutralize weakness’ . . .
- (1973d) ‘Global management’ . . .
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— (1973h) 'Managing the public service institution'
— (1974b) 'How to make the Presidency manageable'
— (1974f) 'Multinationals and developing countries'
— (1974i) 'New templates for today's organizations'
Reprinted in Drucker (1991b) and Harvard Business School (1975).
— (1975e) 'Managing for business effectiveness'
— (1976b) 'The coming rediscovery of scientific management'
Reprinted in Drucker (1981p) and Wood & Wood (2002a).
(1976e) 'Pension fund socialism'
— (1976i) 'What results should you expect'
— (1977d) 'How to manage your boss'
— (1978b) 'Japan: the problems of success'
— (1978f) 'Monster and the lamb'
Precis of Drucker (1979a, 1980, 1989, 1991).
— (1979c) 'The beginnings of the top'
— (1979f) 'The dimensions of management'
— (1979g) 'Employment, incomes and benefits'
— (1979h) 'The ethics of responsibility'
— (1979i) 'Japanese define then decide'
— (1979k) 'Managing the knowledge worker'
— (1979m) 'More than making a living'
— (1979o) 'Science and industry'
— (1979p) 'To make human strength productive'
— (1979q) 'Using resources and capital'
— (1979r) 'What Freud forgot'
— (1979s) 'Why management consultants'
— (1979t) 'Work and worker: success stories'
— (1980b) 'The deadly sins in public administration'
— (1980d) 'Japan gets ready for tougher times'
— (1980m) 'Toward the next economics'
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Reprinted in Drucker (1980k, 1981; 1981p) and Harvard Business School (1981; 1983b).
— (1981c) 'The changing labor force'
— (1981d) 'Education: the crisis is the same everywhere'
— (1981e) 'Ethical chic'
— (1981h) 'How to manage the boss'
— (1981j) 'Leadership: more doing than dash'
— (1981m) 'Managing for tomorrow'
— (1981n) 'Managing the fundamentals'
— (1981r) 'What is "business ethics"?'
— (1982m) 'Why some mergers work and many more don't'
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- (1984b) 'Converting social problems into business opportunities'. . . .
Reprinted in Drucker (1986f).
- (1984e) 'Our entrepreneurial economy'. . . .
Reprinted from Drucker (1980k, 1981; 1991b) and Harvard Business School (1985).
- (1985b) 'The discipline of innovation'. . . .
Reprinted in Drucker (1991b; 1998m, 2003) and Harvard Business School (1985; 1989b; 1991b; 1999c; 2003). Translated into Chinese in Harvard Business School (2001).
- (1985c) 'Drucker on Drucker'. . . .
- (1985e) 'Getting things done'. . . .
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- (1985l) 'Why automation pays off'. . . .
- (1986c) 'The changed world economy'. . . .
Reprinted in Drucker (1986f) and Art and Jervis (2003).
- (1986d) 'Corporate takeovers – what is to be done?'. . . .
- (1986i) 'Innovation by design'. . . .
- (1986j) 'Innovation is in the air'. . . .
- (1986m) 'Learning to face challenges (part 4)'. . . .
- (1986q) 'Principles of innovation: the do's and dont's'. . . .
- (1987c) 'HBR retrospect'. . . .
- (1987e) 'Japan's choices'. . . .
- (1987f) 'Keeping U.S. companies productive'. . . .
- (1987g) 'Management: the problems of success'. . . .
- (1987h) 'The mystery of the business leader'. . . .
- (1987i) 'The poverty of economic theory'. . . .
- (1987j) 'Social innovation: management's new dimension'. . . .
- (1988a) 'The coming of the new organization'. . . .
Reprinted in Drucker (1991b; 1998c; 1998m, 2003) and Harvard Business School (1991d; 1999d). Translated into Korean (Harvard Business School 1999a), Chinese (Harvard Business School 1999f), Portuguese (Harvard Business School 1997) and French (Harvard Business School 1999e).
- (1988f) 'Management and the world's work'. . . .
Reprinted in Drucker (1991b; 1998m, 2003).
- (1988g) 'Managing in the 90s: tomorrow's restless managers'. . . .
- (1988h) 'Take me to your leader [Abbreviated Biography]'. . . .
- (1988i) 'Teaching the work of management'. . . .
- (1989e) 'How schools must change'. . . .
- (1989j) 'New age sessions are the same old brainwashing'. . . .
- (1989o) 'Peter Drucker asks'. . . .
- (1989q) 'The post business knowledge society begins'. . . .
- (1989r) 'Reinventing the unions'. . . .
- (1989t) 'What business can learn from nonprofits'. . . .
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— (1990c) ‘Help Latin America and help ourselves’
— (1990d) ‘Junk central Europe’s factories and start over’
— (1990f) ‘Making managers of communism’s bureaucrats’
— (1990g) ‘Manage by walking outside’
— (1990j) ‘Mexico’s ugly duckling: the Maquiladora’
— (1991a) ‘A better way to pay for college’
— (1991d) ‘How to be competitive though’
— (1991f) ‘It profits us to strengthen nonprofits’
— (1991g) ‘Marketing 101 for a fast changing [times]’
— (1991h) ‘The new productivity challenge’
Reprinted in Drucker (1998m, 2003) and Harvard Business School (1994).
— (1991i) ‘New strategies for a new reality’
— (1991j) ‘Permanent cost cutting’
— (1991k) ‘Reckoning with the pension fund revolution’
— (1991l) ‘What does it all mean’
— (1992a) ‘The accountable school’
— (1992d) ‘Be data literate: know what to know’
— (1992e) ‘Beyond the blue collar worker’
— (1992i) ‘The economy’s power shift’
— (1992k) ‘Focusing on the new world economy’
— (1992l) ‘The futures already with us (part 1)’
— (1992t) ‘The new society of organizations’
Reprinted in Drucker (1998m, 2003) and Howard (1993; 2000).
— (1992u) ‘Performance, accountability and results’
— (1992w) ‘Planning for uncertainty’
— (1992x) ‘Post-capitalist world’
— (1992y) ‘Reflections of a social ecologist’
— (1992z) ‘There’s more than one kind of team’
— (1993d) ‘China’s growth area: the service sector’
— (1993k) ‘The end of Japan Inc.? An economic monolith fractures’
— (1993l) ‘The five deadly business sins’
— (1993v) ‘Plan now for the future’
— (1993z) ‘Professionals’ productivity’
— (1993za) ‘Restructuring middle management’
— (1993zb) ‘The retail revolution’
— (1993zc) ‘Retailing in a post-capitalist society’
— (1993zd) ‘Seeking financial accountability’
— (1993ze) ‘Six rules for Presidents’
— (1993zg) ‘Tomorrow’s manager’
— (1993zh) ‘A turnaround primer’
— (1993zi) ‘We need to measure, not count’
— (1994b) ‘The age of social transformation’
— (1994j) ‘The rise of the knowledge society’
— (1994n) ‘The theory of the business’
Reprinted in Drucker (1998m, 2003) and Wood & Wood (2003).
— (1994o) ‘Trade lessons from the world economy’



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- Reprinted in Drucker (1996i); see also Mark Mason's letter to Editor, *Foreign Affairs* 73, 2 (1994): 177–8, which indicates inaccuracies in Drucker.
- (1995c) 'Drucker's challenge for CMAs'. . . .
- (1995f) 'The information executives truly need'. . . .
- Reprinted in Drucker (1998m, 2003), Kaplan (1996) and Harvard Business School (1998b). Translated into Chinese (Harvard Business School 1999b) and Spanish (Harvard Business School 2004).
- (1995l) 'Mary Parker Follett: prophet of management'. . . .
- (1995n) 'Really reinvesting government'. . . .
- (1996i) 'Trade lessons from the world economy'. . . .
- (1997a) 'The future that has already happened'. . . .
- (1997b) 'The global economy and the nation-state'. . . .
- Reprinted in Kapstein (1998, 1999).
- (1998f) 'In defense of Japanese bureaucracy'. . . .
- (1998g) 'Introduction: civilizing the city'. . . .
- Reprinted in Drucker (2002l).
- (1998j) 'Management's new paradigms'. . . .
- Reprinted in Wood & Wood (2003).
- (1998p) 'Political correctness and American academe'. . . .
- (1999c) 'Beyond the information revolution'. . . .
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¹ Note: the journal *Modern Office Procedures* became *Modern Office Technology* in the early 1980s.





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