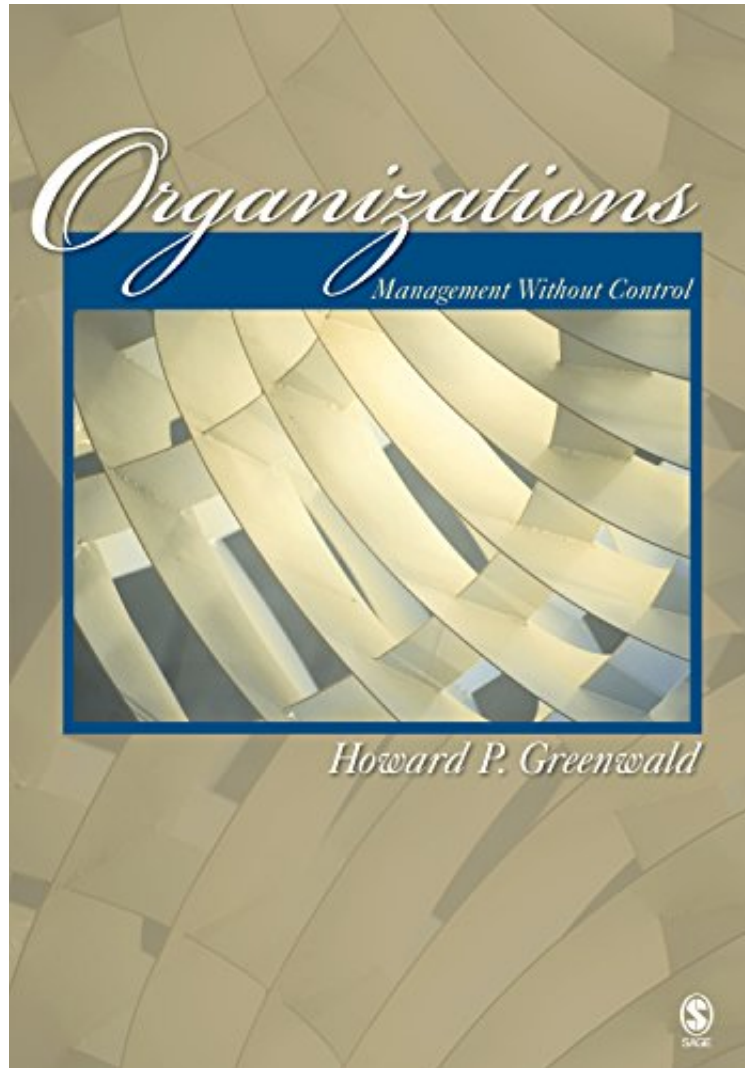


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Organizations: Management Without Control

Howard P. Greenwald

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Organizations: Management Without Control provides a comprehensive understanding of the functions of formal organizations and the challenges they face. The most effective organizations provide members with opportunities to achieve their personal goals while pursuing the organization's objectives. Using a practical approach with minimal jargon, author Howard P. Greenwald covers the basic features of organizations such as roles, structure, reward systems, power and authority, and culture and introduces important theoretical perspectives related to these features.

Key Features Emphasizes the theme of "management without control": This volume differs from most standard texts by highlighting both the challenges and opportunities that result from the independence of the individuals in the organization's ranks. Stresses the importance of individual motivation and self-fulfillment: Recognizing the individual's responsibility for their own success, the book helps readers evaluate clues to whether the organization to which they belong is an adequate opportunity. Offers a critical perspective on current fads and management ideologies: Proposing no formulaic solutions, the book provides the perspectives required to understand each organization's uniqueness and to develop remedies to issues as they arise. Makes theory accessible through numerous real-life examples: Chapters include examples from life in business organizations, government agencies, non-profits, clubs, friendship groups, and families. Examines multinational corporations: Challenges involved in management on an international scale are explored as the book applies the principle of individual and group independence to global matters. Underscores multidisciplinary interest in organizations: Content is drawn from sociology, social psychology, anthropology, and management science.

Intended Audience This introductory textbook on formal organizations is designed for advanced undergraduate and graduate courses such as Organizational Behavior, Managing Complex Organizations, Sociology of Organizations, and Government/Non-profit Management in the departments of business, public administration, health administration, social work, sociology, and psychology.

Instructor's Resources An Instructor's Resource CD is available upon request. This CD provides PowerPoint presentations, test questions, additional examples and cases, suggested exercises, and much more!

About the Author Howard Greenwald, Ph.D. is Professor, School of Policy, Planning, and Development, University of Southern California and Clinical Professor, Social and Behavioral Sciences, School of Public Health, University of Washington. Professor Greenwald's academic honors include National Woodrow Wilson Fellow; Special Honors, Committee on General Studies in the Social Sciences, University of Chicago; Special Career Fellow, University of California, Berkeley; and Dissertation Fellow, Manpower Administration, United States Department of Labor. His research interests include Organizational Behavior and Theory, Public Opinion, Survey Design and Analysis, and Program Evaluation. He has served as director of USC's Health Services Administration Program, chairman of the Western Network for Education in Health Administration, director of the USC W.K. Kellogg Hispanic Leadership Program, and member of the American Society for Public Administration's (ASPA) executive board in Sacramento, the capital of California. He consults widely for law enforcement agencies, health care providers, foundations, and community groups. His research has been published in *Administrative Science Quarterly*, *Journal of Public Administration Research and Theory*, *Public Administration*, *Journal of the American Public Health Association*, and other academic periodicals. The *New York Times* and the *Wall St. Journal* have published his opinion pieces. His most recent books include *Who Survives Cancer?* (University of California Press, 1992), and, co-authored with W. L. Beery, *Health for All: Making Community Collaboration Work*. (Chicago: Health Administration Press, 2002).