

VITA
Professor Larry E. Greiner

Office Address:

Management and Organization Dept
School of Business Administration
University of Southern California
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Education:

D.B.A. Harvard Business School, 1965

Dissertation: "Organization Change and Development: A Study of Changing Values, Behavior and Performance in a Large Industrial Plant."

M.B.A. Harvard Business School, 1960

B. S. University of Kansas, 1955

Professional Positions:

- 1988-1998 Professor of Management and Organization and Academic Director,
Executive MBA Program, Marshall School of Business, University of
Southern California

- 1973 – 1988 Professor of Management and Organizations, Marshall School of
Business, University of Southern California

- 1981-1982 Visiting Professor, INSEAD, Fontainebleau, France

- 1968-1973 Associate Professor of Organizational Behavior, Harvard Business School

- 1971 Summer Visiting Scholar, Swedish Institute for Administrative
Research, Stockholm, Sweden

- 1966-1968 Assistant Professor of Organizational Behavior, Harvard Business School

- 1962-1967 Research Associate, Harvard Business School

- 1960- 1962 Instructor, College of Business Administration, University of
Kansas

Current Research Interests:

Business strategy, strategic change and transformation; top management politics and intervention; management consulting and change

Publications:

Books:

Greiner, Larry E. and Schein, Virginia E., Power and Organization Development, Reading, MA: Addison-Wesley, 1988.

Greiner, Larry E. and Metzger, Robert, Consulting to Management, Englewood Cliffs, N.J.: Prentice-Hall, 1983.

Dalton, Gene, Lawrence, Paul, and Greiner, Larry E., Organization Change and Development, Homewood, 111. : Irwin-Dorsey, 1970.

Articles and Chapters in Books:

Greiner, Larry E., commentary and revision of HBR Classic, "Evolution and Revolution as Organizations Grow, Harvard Business Review, May-June, 1998.

Greiner, Larry E., Hariharan, Sam, and Blumenthal, Judith, "Knowledge-Based Professional Service Firms and Competitive Success," March, 1998 (submitted to Strategic Management Journal).

Greiner, Larry E. "On Mentoring," in Marshall Magazine, December, 1997, Marshall School of Business

Greiner, Larry E., "Resistance to Change During Restructuring," Journal of Management Inquiry, Vol. 1, NO. 1, March 1992.

Greiner, Larry E., "More Thought Provoking Than A New Paradigm", in Communication Yearbook, James A. Anderson (ed.), Sage Publications, 1990.

Pate, Larry E. and Greiner, Larry, "Resolving Dilemmas in Power and OD with the Four ACES Technique," Consultation, Vol. 8, No. 1, Spring, 1989.

Greiner, Larry E., and Bhambri, Arvind, "New CEO Intervention and Dynamics of Deliberate Strategic Change," Strategic Management Journal, Summer, 1989.

Greiner, Larry E., "Confessions of an Executive Educator," New Management Winter, 1987.

Articles and Chapters in Books (cont.):

Greiner, Larry E., and Zanzi, Alberto, "Determining the Mechanistic Versus Organic Qualities of Organizations," Economic Aziendale, Vol. 5, NO. 2, 1986.

Bowen, David, and Greiner, Larry E., "Moving From Production to Service in Human Resources Management," Organizational Dynamics Spring, 1986.

Greiner, Larry E., "Top Management Politics and Organizational Change," in Srivastva and Assoc. (ED.), Executive Power, San Francisco: Josey-Bass, 1986.

Ness, Danielle B., and Greiner, Larry E., "Seeing Behind The Look-Alike Consultants," Organizational Dynamics, Winter, 1985.

Greiner, Larry E., "Response and Commentary," in Lawyer, E., et al (Eds.), Doing Research that Is Useful for Theory and Practice, San Francisco: Josey-Bass, 1985.

Cummings, Thomas, Blumenthal, Judith, and Greiner, Larry E., "Managing Organizational Decline: The Case for Transorganizational Systems," Human Resources Management June, 1984.

Greiner, Larry E., "Senior Executives as Strategic Actors," New Management Vol. 1, NO. 2, 1983.

Greiner, Larry E., "U.S. Business Schools in the 1980s," in C. Cooper (Ed.), Management Education in the 1980s, London, John Wiley, 1982.

Greiner, Larry E., and Schein, Virginia E., "The Paradox of Managing Project-Oriented Matrix Organizations," Sloan Management Review, Spring, 1981.

Greiner, Larry E., and Mallinger, Mark, "Stress and Coping Behavior in Performance Appraisals," in R. Lansbury (Ed.), Performance Appraisal and Human Resource Management, New York: Macmillan, 1981.

Greiner, Larry E., "OD Values and the Bottom Line," in Burke, W.W., and Goldstein, L. (Ed.), Trends and Issues in OD, San Diego: University Associates, 1980.

Greiner, Larry E., and Scham, Alan, "The Cultivation of Executives in Accounting Firms," Journal of Accountancy Fall, 1980.

Greenfield, S., Greiner, Larry E., and Wood, M., "The Famine Mystique in Male Dominated Jobs," Journal of Vocational Behavior, 17, 1980.

Greiner, Larry E., "A Recent History of Organizational Behavior," in Steven Kerr (Ed.), Organizational Behavior, Houston: Grid Publishing, 1978.

Articles and Chapters in Books (cont.):

Greiner, Larry E., "Reflections on Organization Development American Style," in Cary Cooper (Ed.), Organizational Development in the UK and USC, London: Macmillan, 1977.

Schein, Virginia E., and Greiner, Larry E., "Can Organization Development Be Fine-Tuned to Bureaucracies?," Organizational Dynamics, Winter, 1977.

Greiner, Larry E., "The Coming Revolution in Organization Structure," Southern California Business, 1976.

Greiner, Larry E., "Conceptions of Organization Development in Sweden," United Nations Public Administration Newsletter, 1973.

Greiner, Larry E., "Evolution and Revolution as Organizations Grow," Harvard Business Review, July/August, 1972.

Greiner, Larry E., "Red Flags in Organization Development," Business Horizons, June, 1972.

Greiner, Larry E., "Integrating Formal Planning Into Organizations," F. Aguilar, R. Howell and R. Vandal (Eds.), Formal Planning Systems, Harvard Business School Press, 1970.

Greiner, Larry E., Leitch, Paul, and Barnes, Louts, "Putting Judgment Back Into Decisions," Harvard Business Review, March-April, 1970.

Greiner, Larry E., Leitch, Paul, and Barnes, Louis, "Simple Complexity of Organization Climate," in Tagiuri, R. and Litwin, G. (Eds.), Organization Climate: Explorations of A Concept, Boston: Harvard University Press, 1968.

Greiner, Larry E., "Patterns of Organization Change," Harvard Business Review, May-June, 1967

Greiner, Larry E., "Analysis and Action," in John Seiler (Ed.), Systems Analysis and Organizations Homeward, Ill.: Irwin-Dorsey, 1967.

Greiner, Larry E., "Antecedents of Planned Organization Change " Journal of Applied Behavioral Science, March, 1967.

Blake, Robert., Mouton, Jane, Barnes, Louis, and Greiner, Larry E., "Breakthrough in Organization Development," Harvard Business Review, Nov.-Dec., 1964.

Professional Activities:

Numerous presentations of papers and symposia at annual meetings of the national Academy of Management and the Western Academy of Management.

1987- 1988 Chairperson, Managerial Consultation Division, national Academy of Management.

1986 – 1987 Program Chairperson, Managerial Consultation Division, national Academy of Management.

1983 - 1984 Chairperson, Organization Development Division, national Academy of Management.

1982 – 1983 Program Chairperson, Organization Development

Member: National Academy of Management, American Psychological Association

Editorial Boards:

In the past, I have served on the following editorial boards:

Journal of Management Inquiry

Journal of Group and Organization Studies

Journal of Business Venturing

Consultation

Academy of Management Review

Organizational Dynamics

Academy of Management Executive

New Management

Reviewer for:

Human Relations

Administrative Science Quarterly

Strategic Management Journal

Recognition and Awards:

- 1999 First Place, McKinsey prize for Best Paper, "New CEOs and Strategic Change Across Industries," Strategic Management Conference, Berlin, September
- 1998 1972 article, "Evolution and Revolution as Organizations Grow", selected as a "classic" for re-publication by Harvard Business Review, May-June 1998.
- 1997 Named by Harvard Business Review in 75th Edition as having authored the 25th ranked article in total reprints ordered since publication
- 1992 Elected Fellow of Managerial Consultation Division, National Academy of Management
- 1989 Book on Consulting to Management with Robert Metzger named # 1 book in management consulting field by Consultants News
- 1988 Paper with A. Bhambri, "New CEO Intervention and Dynamics of Strategic Change" selected by Strategic Management Society and Columbia University in international competition for conference and publication in special issue of Strategic Management Journal.
- 1987 Selected by Capital (Italian equivalent of Fortune) as one of six international scholars who have made a significant impact on Italian management practice.
- 1984 Selected as facile member for OB-OD-OT Doctoral Consortium, National Academy of Management meeting.
- 1980 Selected as faculty member for OB-OD-OT Doctoral Consortium, National Academy of Management meeting.

Also listed in Who's Who in America, and Who's Who in Consulting

Institutional Service:

Academic Director of EMBA Program (since 1988)

Dean's Faculty Advisory Council (elected)

M&O Department Advisory Committee

International Task Force (chair)

Grading Policy Task Force (chair)

New Building Planning Committee
MBA Program Task Force
Dean's Fellows Selection Committee
M&O Department Recruiting Committee
M&O Department Doctoral Committee
Chairperson, Organizational Behavior Department
Business School Faculty Council
Graduate Elective Revision Task Force
M&O Department Advisory Committee
University Graduate School Curriculum Committee
University Social Science Panel

Boards:

1984 – 1993 Board Chairman, CAST Management Consultants, Milan, Italy
1983 - 1989 Board Member, The MAC Group, Inc., consulting firm in
Cambridge, Massachusetts

Consulting:

Consultant to numerous private and public organizations, recently including:

KinderCare, Kohlberg, Knaves and Roberts, Red Lion Hotels and Inns, Cadence Design Systems, American Golf Corporation, Intuit-ChipSoft, Marketplace Productions (National Public Radio), Coca Cola Foods, Microsoft, Cymer, Chevron and Merck.