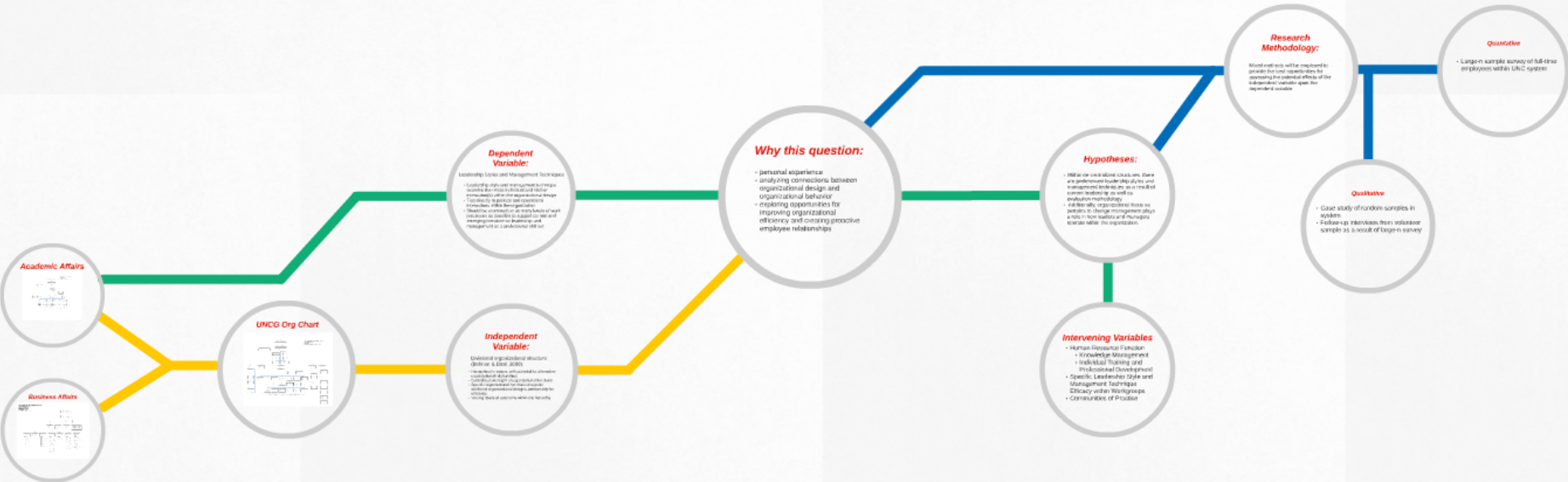


What effect does divisional organizational structure have upon leadership styles and management techniques within the UNC system?



Why this question:

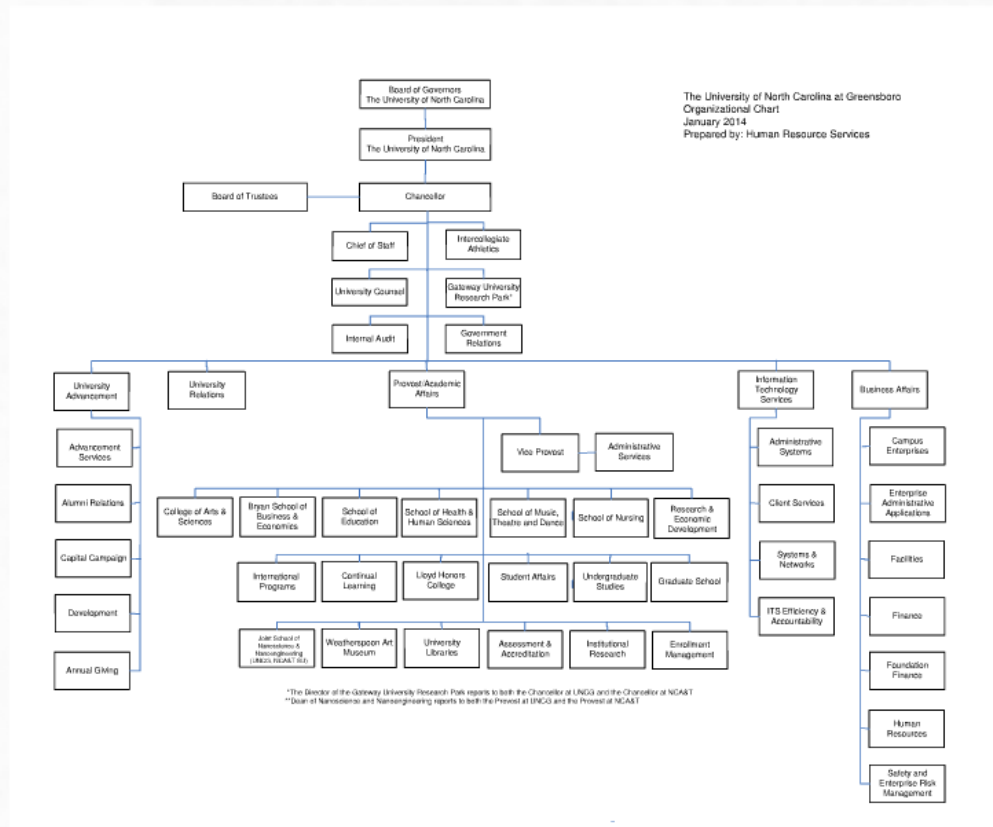
- personal experience
- analyzing connections between organizational design and organizational behavior
- exploring opportunities for improving organizational efficiency and creating proactive employee relationships

Independent Variable:

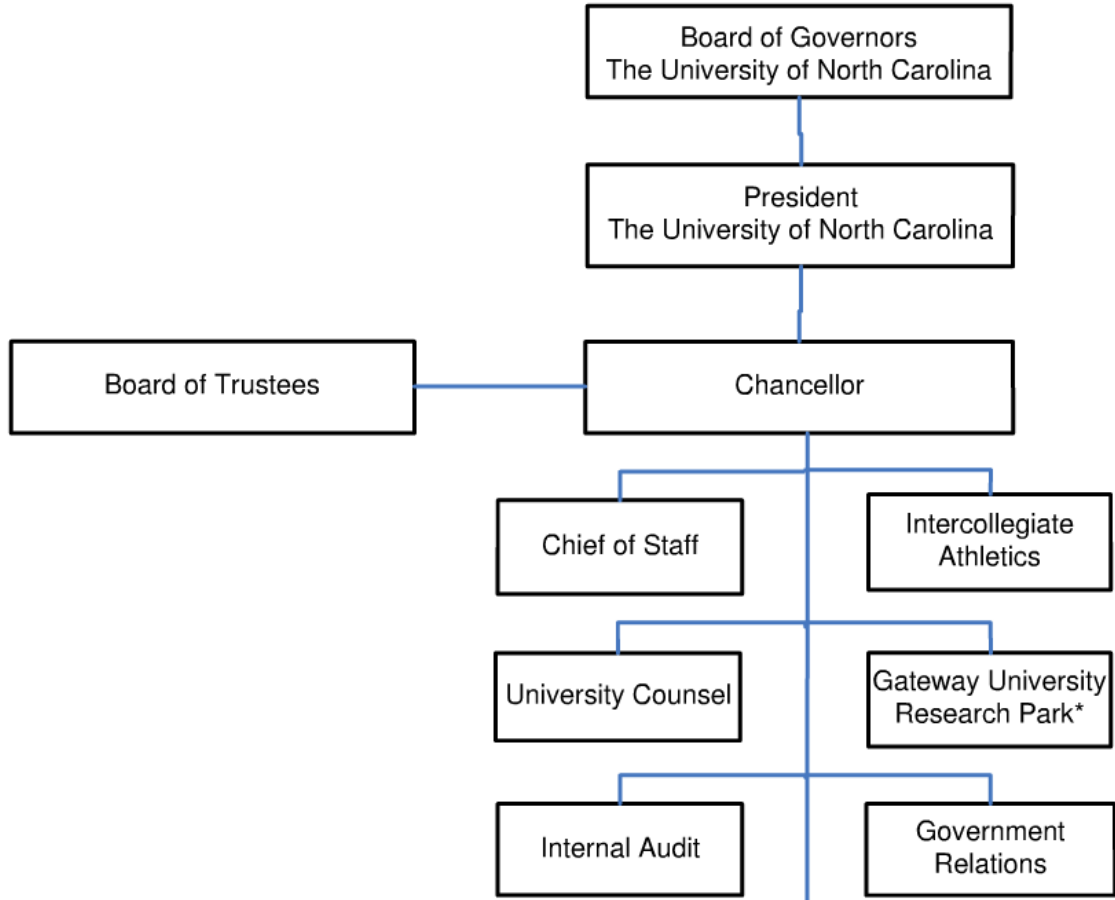
Divisional organizational structure
(Bolman & Deal, 2009):

- Hierarchical in nature, with potential for alternative organizational relationships
- Centralized oversight of organizational functions
- Specific organizational functions designate additional organizational designs, presumably for efficiency
- Varying levels of autonomy within the hierarchy

UNCG Org Chart



The University of North Carolina
Organizational Chart
January 2014
Prepared by: Human Resources



University Relations

Provost/Academic Affairs

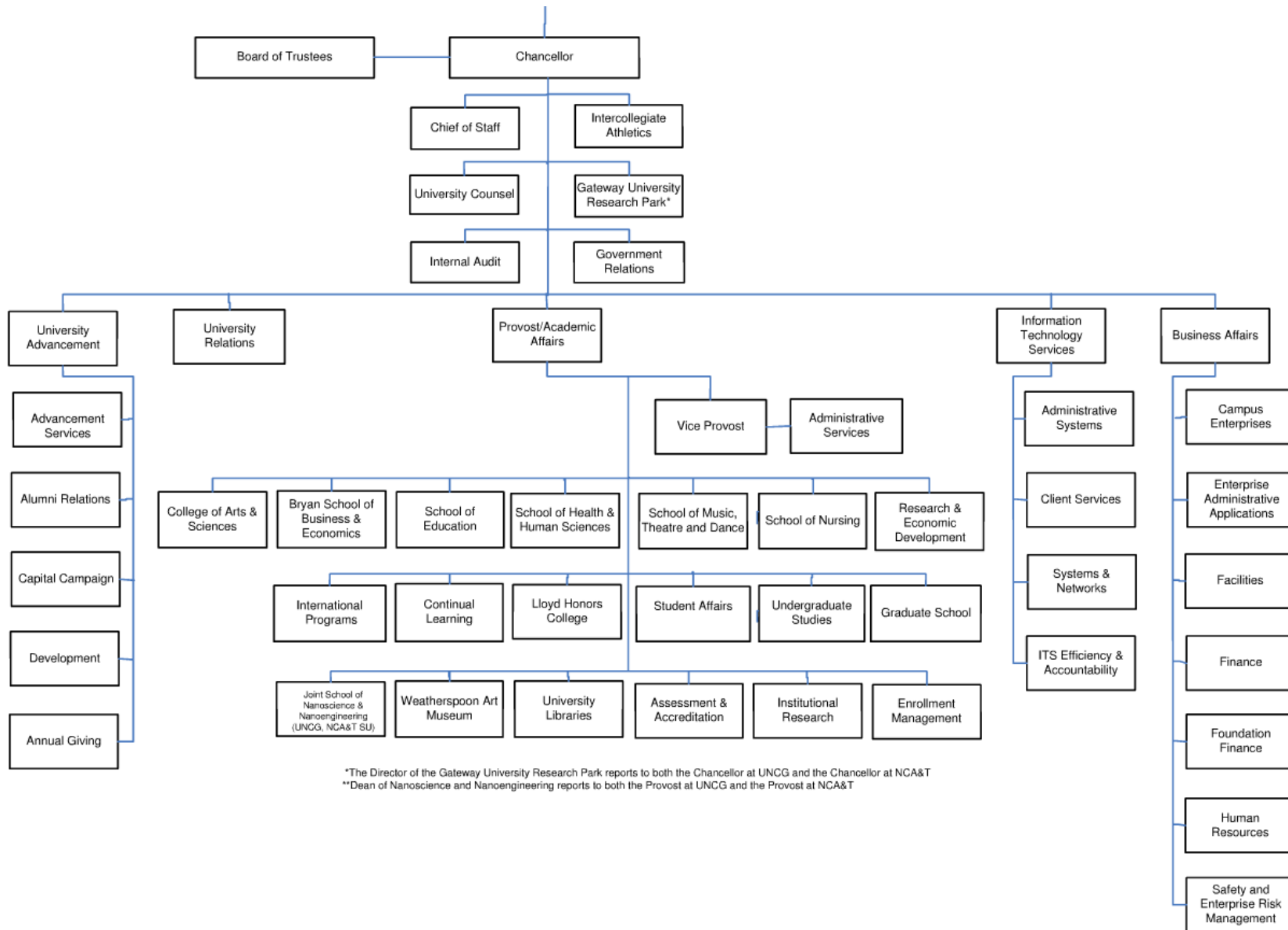
Information Technology Services

Administrative

Administrative

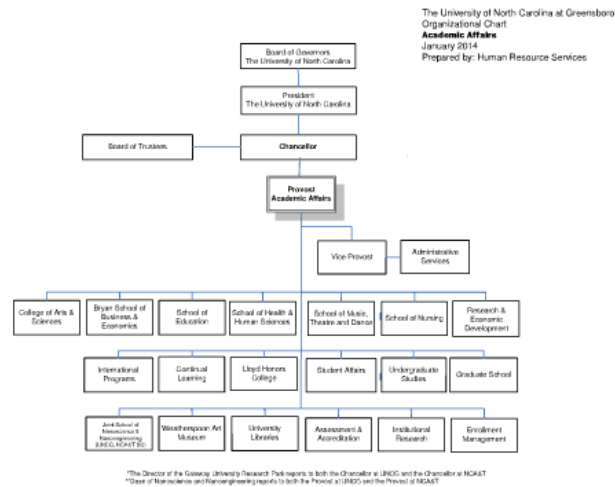
Administrative





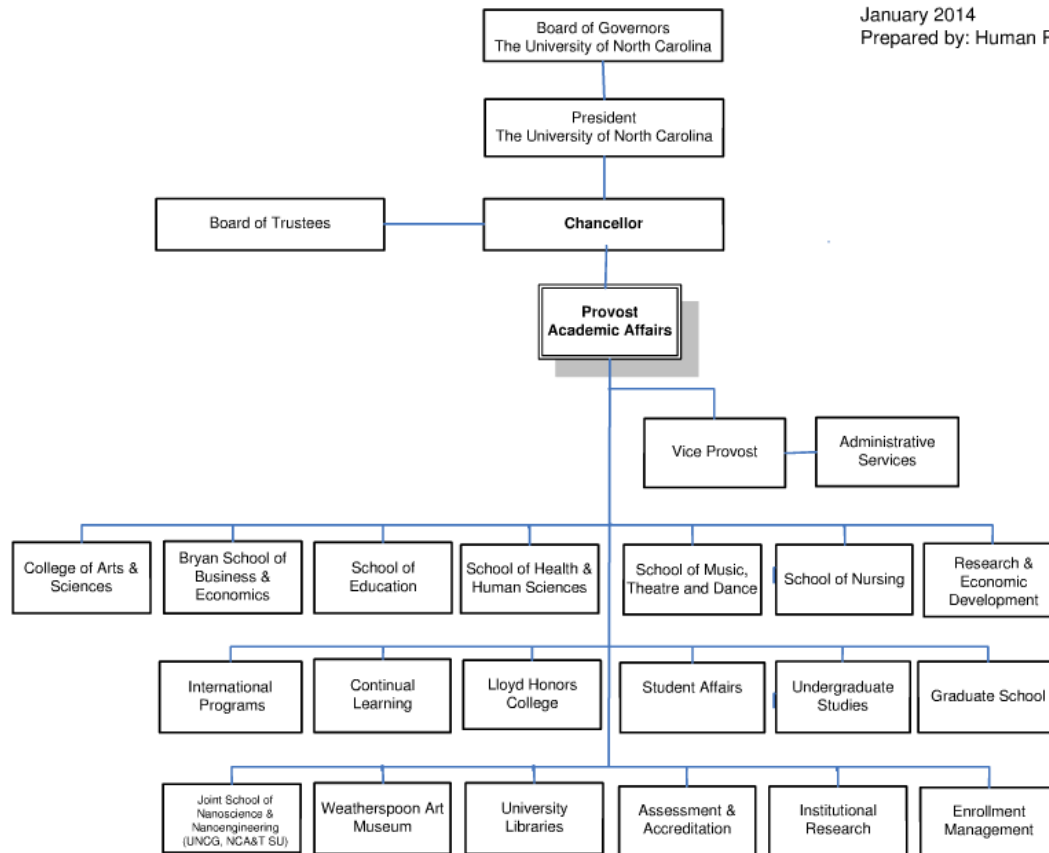
*The Director of the Gateway University Research Park reports to both the Chancellor at UNCG and the Chancellor at NCA&T
 **Dean of Nanoscience and Nanoengineering reports to both the Provost at UNCG and the Provost at NCA&T

Academic Affairs



ACADEMIC AFFAIRS

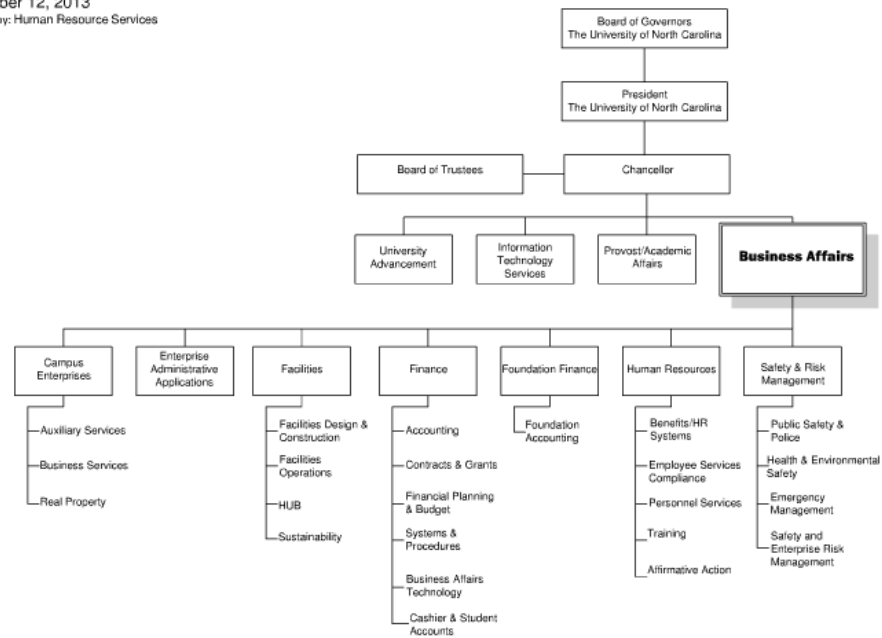
The University of North Carolina at Greensboro
 Organizational Chart
Academic Affairs
 January 2014
 Prepared by: Human Resource Services



*The Director of the Gateway University Research Park reports to both the Chancellor at UNCG and the Chancellor at NCA&T
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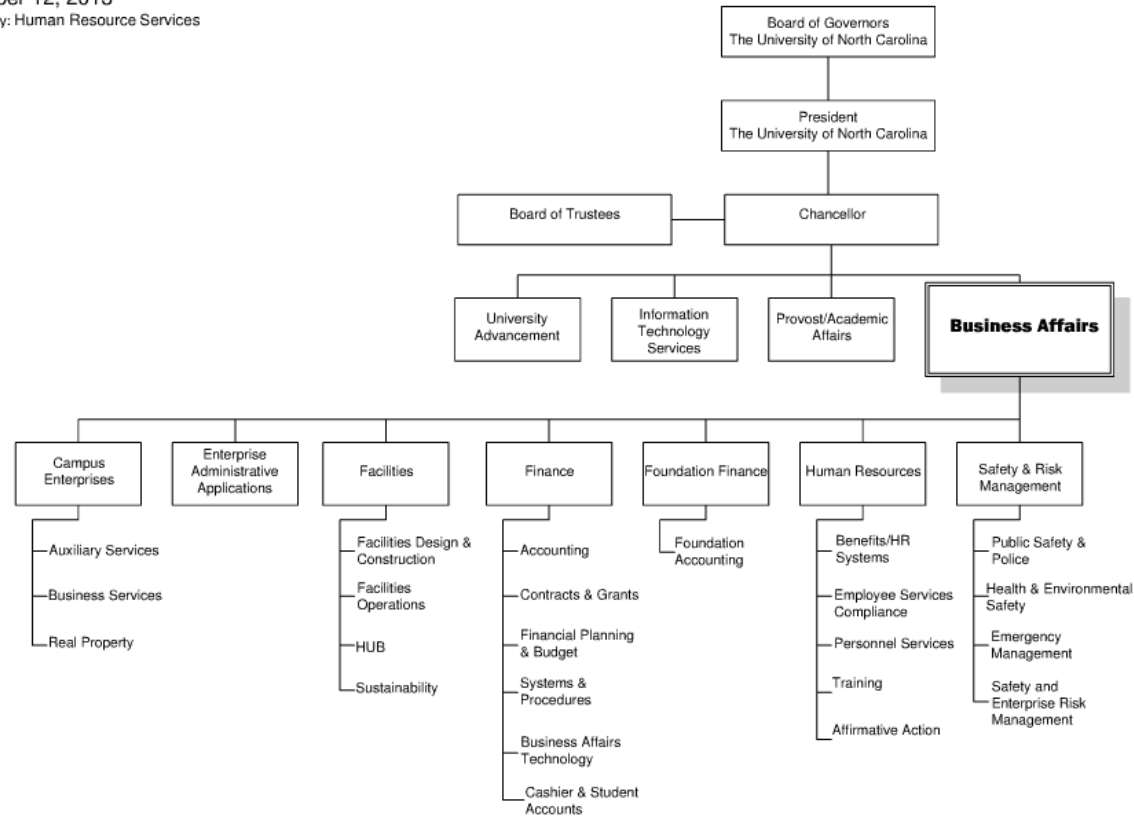
Business Affairs

The University of North Carolina at Greensboro
Organizational Chart
Business Affairs
November 12, 2013
Prepared by: Human Resource Services



Business Affairs

The University of North Carolina at Greensboro
 Organizational Chart
Business Affairs
 November 12, 2013
 Prepared by: Human Resource Services



Dependent Variable:

Leadership Styles and Management Techniques

- Leadership style and management technique examine the whole individual and his/her interaction(s) within the organizational design
- Ties directly to political and operational interactions within the organization
- Should be examined on as many levels of work processes as possible to support current and emerging literature on leadership and management as a professional skill set

Hypotheses:

- Within de-centralized structures, there are preferred leadership styles and management techniques as a result of current leadership as well as evaluation methodology.
- Additionally, organizational focus as pertains to change management plays a role in how leaders and managers operate within the organization.

Intervening Variables

- Human Resource Function
 - Knowledge Management
 - Individual Training and Professional Development
- Specific Leadership Style and Management Technique Efficacy within Workgroups
- Communities of Practice

Research Methodology:

Mixed methods will be employed to provide the best opportunities for assessing the potential effects of the independent variable upon the dependent variable.

Quantative

- Large-n sample survey of full-time employees within UNC system

Qualitative

- Case study of random samples in system
- Follow-up interviews from volunteer sample as a result of large-n survey

What effect does divisional organizational structure have upon leadership styles and management techniques within the UNC system?

