

Abstract

This paper concludes that managerialism, as an ideology has not imposed a single, convergent model of behaviour on higher education systems and the institutions. Governments have espoused managerialism, whether as ideology or as practice, to different degrees or not at all, and institutions have responded in very different ways, largely influenced by their historical, economic and social backgrounds.

It also seems that there are some detectable patterns, including growing financial strictures, an increasing awareness among academics of financial limits and of the need for more efficient financial management, the growth in power of central administrations, and a growing awareness among academics of a loss of social standing.

The paper also reveals that the attempted imposition of new managerial culture and values has been met almost everywhere by counter-movements of resistance, and that these have so far averted the complete victory of the new ideology, even in those countries where its emergence was more virulent.

It remains to be seen is whether the new ideology will turn out to herald a permanent change, or will it fade into organisational history as a new but transitory management fad.