

Abstract:

A primary characteristic of the recent transformation of higher education in many western nations has been the introduction of new management practices. This appears to be having a profound impact on the structure and character of the academic profession and the organisation of academe's basic organisational units: departments/schools and faculties. This paper, however, presents evidence from Portugal to challenge that assumption. While elements of the new managerialism are clearly evident in the perceptions and attitudes of academics in charge of the basic units in the country's universities and polytechnics, academic management remains faced with a complex, contradictory and conflicting set of demands and expectations which is likely to take a considerable time to resolve.