

**UNIVERSITIES AS DEMOCRATIZED ORGANIZATIONS - BRINGING ORGANIZATION RESEARCH BACK TO UNIVERSITY GOVERNANCE**

The higher education system in most Western countries is undergoing a fundamental change. Nonetheless, the emerging blend of managerialism as imposed by new public management is regarded with increasing scepticism because it conflicts with professional self-identity. However, we know too little about how these new public management practices influence universities as democratized organizations. Current debates on higher education institutions oscillate between managerial and collegial governance, between entrepreneurial universities and the republic of science. During this track, we discuss the need for reassessing governance structures, processes, incentive systems and management practices in order to provide insights into conceptualizing universities as democratized organizations.

To understand and define changing modes of university governance it does not suffice to apply one specific concept or discourse. What needs to be considered are diverse ideas and interests of different scholars, thus bringing together organization studies, knowledge management, organizational behaviour, new public management, and higher education research. This EURAM track aims at a better understanding of university governance and organization, both theoretically and empirically. We welcome conceptual and empirical papers that examine governing strategies, structures and practices within a variety of institutional settings. We encourage research on institutional change at universities, as well as the development of new organizational designs, managerial methods, work processes, strategies, and incentives at universities, including - but not limited to - the following questions:

- How can higher education governance benefit from organization and management research by going beyond traditional new public management concepts?
- Which repertoire of governance mechanisms meets the requirements for universities as democratized organizations?
- Which incentives are suitable, which are dysfunctional, and why is that so?
- What can we infer from knowledge management in order to design universities as collaborative networks of knowledge workers?

**Organizational Track Coordinator:**

Jetta Frost

Chair for Organization and Management

University of Hamburg

School of Business, Economics and Social Science

[jetta.frost@wiso.uni-hamburg.de](mailto:jetta.frost@wiso.uni-hamburg.de)

phone: ++49-40-428 38 74 34