

Change management in universities: a case study of the Polytechnic of Turin

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Abstract

The paper faces the issue of change in universities aiming to understand how it is achieved and also what factors lead to the development of defensive behavior in universities.

The approach differs from the traditional methods of analysis of university reforms by focusing on a case-study. The in-depth analysis of an Italian university that has undergone important long-term changes gives the opportunity to understand how change is brought about, fostered and continues also in the face of strain from external factors and internal organisational resistance.