

30.4.2026

**Author**

FIOL, Michel (SAMOILOVICH, Daniel)

**Title**

University management : a necessary debate / Michel Fiol ; Daniel Samoilovich

**Publication year**

2014

**Source/Footnote**

In: Leadership and governance in higher education : for decision-makers and administrators - Berlin : Raabe.- 4 (2014) 1, S. 1 - 22

**Inventory number**

36031

**Keywords**

Hochschule : Verwaltung allgemein ; Hochschule : Verfassung und Selbstverwaltung

**Abstract**

At a time when management methods are clearly challenged as remaining predominantly top-down and exclusively based on the search of financial results, universities have much to gain by developing management approaches that enhance the cohesion of leadership teams, without sacrificing the richness of the diversity inherent to universities. Based on the authors experience with top leaders and managerial teams at universities and enterprises, this article analyses the pros and cons of alternative approaches and presents a framework to understand how the key issue of differentiation and integration is approached in diverse management models. (HRK / Abstract übernommen)