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**Abstract**

Universities are famous for their resilience and longevity. Yet, when serious disputes arise, as in the University College of Swansea in 1989, their structures can be tested to the limit. Taking those events as a case study, this paper examines critically the option of choosing private sector approaches. It then develops its central argument: the most robust systems will be those that marry together academic and managerial values. (HRK / Abstract übernommen)