

Abstract

The main conclusion of this paper is quite broad and deals with the very existence of managerialism in Portugal. It is obvious from the actors' discourses that the emergence of managerialism is not yet established in Portuguese higher education. This is confirmed by the absence of legislation imposing a 'market' or 'market-like' behaviour on public universities, despite the presence of an important private higher education sector and some opinions and comments propagated by the more neo-liberal press. It can thus be claimed that, if managerialism exists, it is present at rhetorical level.

It is possible to argue that a clear presence of the managerial paradigm both in discourses and in steering and governance practices in the Portuguese context cannot be found. Only hybrid approaches in which different elements coming from diverse paradigms can be found. The model of state supervision and remote control, and even elements of state control, as regulation devices, can be found in the discourses of the interviewees, together with some market-friendly elements.