**Group Study Questions**

**MacGregor Case**

1. **MacGregor had an interesting approach to management. What importance did he place on each of the following roles of the chief executive?**
   * **The efficient and effective operation of the organization**
   * **Planning for the future – keeping an eye on the “big picture”**
   * **Studying/learning about trends in the field**
   * **Managing employees work versus delegation**
   * **Staff development/training/evaluation**
2. **What importance do you place on each of these roles?**
3. **How did MacGregor “balance” his willingness to allow subordinates to fail with the need to run an efficient and effective organization?**
4. **How did MacGregor’s management style contribute to the building of effective teams?**
5. **The MacGregor case takes place in an industrial setting where success can be measured by profit! Universities are subject to multiple metrics when evaluating success. What metrics apply to universities and what lessons can be applied to management within academia from the MacGregor case? At the lab level? The department level? The central university level?**