

LCDB7008 Visions for the Future : Theoretical Perspectives on Management

Week 2

Management theories

Dr. Helen Lee



Special arrangement

Date : 4th November 2026 (Wed)

Time : 9:00 – 14:00 noon

Venue : Immersive Room, G/F, YFforwm

Themed lecture: Hybrid work role and
management

Agenda

- Recap of previous session
- What is/are management practice(s)?
- Overview of Management Theories
- Activities
- Assignment Brief



LCDB 7008 One to one
consultation (11/11) or
18/11

Management is a field of study with a long history and has evolved. There are different management theories, and the best management practices often change.

- Management is a broad concept encompassing leaders and managers.
- Management may include those responsible for leading, directing, planning, and organizing everyday operations.
- Management defines roles and responsibilities, manages resources, sets goals, and communicates messages from senior management to the subordinates in an organization.
- Management monitors progress within all areas of the organization to ensure that goals and standards are met.
- Management also assesses the progress of goals and ensures those goals are met on time.

What is/are
Management
Practice(s) ?



Bennett Conlin, B. (2023) *Popular Management Theories Decoded*. Business.com. 27 September.
<https://www.business.com/articles/popular-management-theories-decoded/>
(Retrieved 10-10-23).

See next slide

What is/are management practice(s) ?

- In academic literature, management practices are defined as the formal routines, specific mechanisms, and administrative behaviors through which an organization optimizes its resources to achieve its objectives. Rather than abstract theories, academic scholars view management practices as tangible, measurable operational structures.

What is/are management practice?

Joyce et al. (2003a) identify eight general management practices correlating strongly with sustained business success. These essential management practices, in the authors' own words, are:

1. *Strategy*: Devise and maintain a clearly stated, focused strategy.

2. *Execution*: Develop and maintain flawless operational execution.

3. *Culture*: Develop and maintain a performance-oriented culture.

4. *Structure*: Build and maintain a fast, flexible, flat organization.

5. *Talent*: Hold on to talented employees and find more.

6. *Innovation*: Make industry-transforming innovations.

7. *Leadership*: Find leaders who are committed to the business and its people.

8. *Mergers and partnerships*: Seek growth through mergers and partnerships.

1-4
Primary
managem
ent
practices

5-8
Secondary
managem
ent
practices

What is management practice ?

Managerial Practice is defined as the systematic approach adopted by managers to understand how different aspects of an organization work together to produce value for customers. It involves integrating financial analysis, goal setting, leadership strategies, and process optimization to ensure organizational success. (Joyce, et.al., 2003a)

What is management practice ?

- From a conceptual standpoint, management practices— referred to as high-performance work systems, high performance HR practices, or high-performance management practices—are relevant to improved organizational performance. (Chowdhury Hans & Muduli, 2025).
- The term “management practices” refers to a variety of managerial policies and practices that higher education institutions(HEIs) employ or apply to improve research output. (Chowdhury Hans & Muduli, 2025).

Examples of Management Practices

- Management practice by Leadership style
- Alternative work arrangement
- Incentive management
- Digitisation
- Performance management

Management Theories

DISCOVER
THE TOP 10
**MANAGEMENT
THEORY
PRACTICES**
THAT STILL MATTER



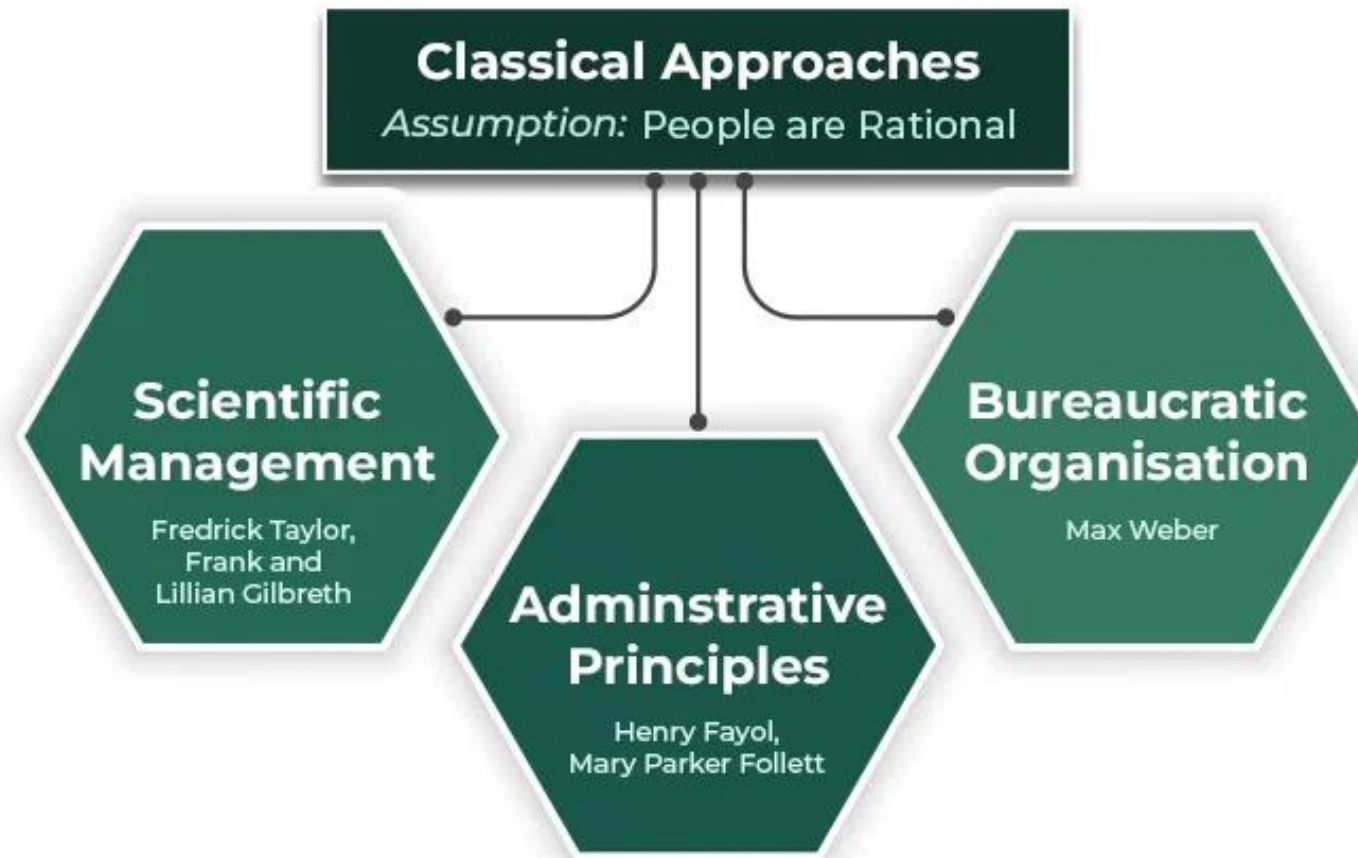
Management theories

1. Classical Management Theory is based on an **employee's physical and economic needs**. It advocates for labor specialization, centralized leadership and maximized profit.

2. Behavioral Management Theory, or the **human relations movement**, emphasizes understanding human behavior at work for enhanced productivity. It focuses **on motivational factors** like conflict resolution, expectations and group dynamics.

3. Modern Management Theory uses techniques in math, such as the Quantitative Approach, System Approach and Contingency Approach, to analyze **manager-employee relationships**.

Major Branches in the Classical Approach to Management



CLASSICAL MANAGEMENT THEORY



WEBER



TAYLOR



FAYOL

Frederick Taylor (1856-1915) The Principles of Scientific Management (1911)

Taylor's principles focused on making work more efficient by breaking it down into **smaller and simpler tasks** performed quickly with **maximum efficiency**. He believed that if workers were given clear instructions and rewarded for their efforts, they would be more productive.

The "father of modern management" attempted to optimize tasks through increased efficiency.

- Task Specialization
- Time and Motion
- Incentivizing Employees
- Better Wages

Father of
modern
management
theory

HENRI FAYOL 14 PRINCIPLES OF MANAGEMENT



Henry Fayol also is known as **'father of modern management theory'** gave a new perception of the concept of management.

Commercewale

Henri Fayol (1841–1925)

Administrative Theory

Fayol proposed 14 principles for efficient organizations, include unity of command, division of labour, scalar chain (clear line of communication), subordination of individual interests to general interests, remuneration based on merit and equity, centralization or decentralization, order, authority, and responsibility.

Workplace Management

Focused on **people** rather than machines or production processes. He argued that workers should be treated with respect and given fair treatment, such as good wages and proper training, to motivate them to work harder.

Organizational Theory

- Forecasting,
- Organizing and staffing
- Directing
- Coordinating
- Controlling and budgeting.

Max Weber (1864–1920)

Bureaucratic Organization Theory- examined hierarchical power structures within organizations. The core elements of this model included a **hierarchal design** with a transparent chain of command, rules, and regulations for work processes, specialization of labour based on expertise, and impersonal decision-making rooted in rationality.

Social Stratification- within organizations, specifically looking at dominance or superiority achieved through **informal channels such as wealth or connections rather than formal qualifications or achievement**. He argued that informal networks are minimized if an organization wishes to become more effective in its operations by focusing on rational decision-making based on results, not personal connections or favouritism.

Mary Parker Follett (1868–1933) Theory of collective power. Cooperation to be more effective.

Organizational Dynamics and Human Relations Theory



Shared-Power Model This concept challenges traditional views that emphasize a hierarchical model where power is centralized in individual leaders or managers. Instead, Follett argued that true power should be decentralized and shared between individuals and teams to promote collaboration and democracy in decision-making.

Needs: Good communications. Incentives. Training.

Follett proposed that conflict should be seen as a potentially positive force within organizations since it can bring about creative solutions by allowing those involved to see each other's differences in perspective.



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Mary Parker Follett (1868–1933) Theory of collective power. Cooperation to be more effective.

Organizational Dynamics and Human Relations Theory



Follett proposed that conflict should be seen as a potentially positive force within organizations since it can bring about creative solutions by allowing those involved to see each other's differences in perspective.

Her work emphasizes that organizations are dynamic networks of people, not rigid hierarchies, and that conflict should be resolved through [integration](#), which finds new, mutually beneficial solutions rather

Elton Mayo (1880-1949) Social needs and psychological factors.

- Mayo believed that employees should be motivated by more than just financial rewards and that their feelings and attitudes significantly impact performance.
- He also emphasized communication between employers and employees to build trust and foster collaboration.
- He argued that group interaction could lead to greater productivity than individual efforts alone could achieve.

People need emotional security, recognition, positive relationships with colleagues, and respect from superiors to remain motivated at work.

Chester Barnard (1886-1961) The Functions of the Executive

- **Social Systems-** Organizations are “social systems”. Managers must understand how an organization interacts with its environment and how its internal components interact to make successful decisions. Organizations have specific inherent characteristics which determine their success or failure, including motivation and adaptation capability. Inspiration must come from within individuals and cannot be created by external forces such as rewards or punishments.
- **Adaptive Cycle-** Organizational success depends on an organization’s ability to adapt to changing environmental conditions. Organizations must identify those elements of their environment which could potentially harm them and then implement strategies to mitigate these risks

- **Principles of Management**

Accountability - holding decision-makers responsible for results.

Communication - encouraging dialogue between all levels of staff.

Delegation - delegating tasks to those who are best qualified.

Leadership -being able to inspire others.

Creativity -fostering innovation.

Origin of Behavioral Management Theory



Kurt Lewin



Douglas McGregor



Robert Blake

Ludwig von Bertalanffy (1901-1972) Systems theory. How complex systems interact and influence each other.

General System Theory (GST)- how different parts of an organization interact and cooperate to achieve its goals.

This theory states that all-natural or artificial systems possess specific properties such as interdependence, feedback loops, self-regulation, complexity, hierarchy, dynamism, and adaptation to change.

Dynamic conditions and the need for adaptive organisations....the learning organisation?



Douglas McGregor (1906-1964) Theory X and Theory Y

Theory X & Theory Y- This model proposed two different approaches to managing people. It has a negative process (Theory X) that assumes that employees are lazy and need to be motivated by external rewards. And a positive direction (Theory Y) assumes employees are self-motivated and can be trusted with more responsibility.

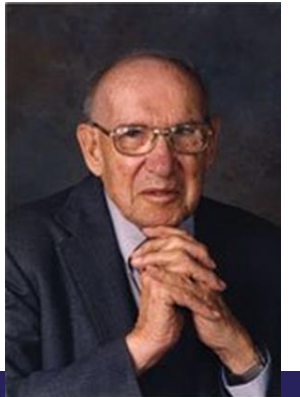
Leaders who adopted a Theory Y approach were often able to create an environment where employees felt valued and motivated. In contrast, those who adopted a Theory X approach often started an environment where morale was low, and resistance was high.

McGregor also developed some other **principles of human resource management**, including the following:

- Regulation of equity- states that employees should be treated fairly in terms of pay, rewards, opportunities for advancement, etc.
- The principle of participation- encourages managers to involve their employees in decision-making processes.
- The principle of job enlargement or enrichment- encourages managers to make jobs more interesting by adding a variety of increasing responsibilities.

Peter Drucker (1909-2005) Business strategy and organizational development

- Drucker's philosophy on management focused on decentralizing decision-making in organizations, creating teams that could make autonomous decisions, and emphasizing innovation and knowledge creation within organizations.



Peter Drucker (1909-2005) Business strategy and organizational development

- In his view, managers should focus not only on efficiency but also on effectiveness to achieve success.
- He also believed that there should be a balance between short-term profitability goals and longer-term objectives such as product quality or customer satisfaction.

Peter Drucker (1909-2005) Business strategy and organizational development

Take responsibility for decisions; Know your strengths; Focus on value creation; Develop team spirit; Utilize information technology; Develop systems to monitor performance; Adopt a global perspective in decision-making; Develop an adaptive organization structure; Create an entrepreneurial culture, Empower employees through trust.

Activity

Group-based activity

Task 1 : Please suggest ONE new product that can generate revenue for the café. Remarks : The product should be made basing upon the existing kitchen logistics and set-up)

Task 2 : As a manager, please propose ONE management practice that can enhance the operation efficiency.

Discussion



China's top 10 internet players

- | | |
|---|--|
| 1 Tencent
腾讯
Tencent | 6 JD
京东
JD.COM |
| 2 Alibaba
Alibaba Group | 7 Lufax
LU 陆金所
中国平安集团成员 |
| 3 Ant Financial
蚂蚁金服
ANT FINANCIAL | 8 Didi Chuxi
DiDi |
| 4 Baidu
Baidu 百度 | 9 NetEase
网易
NETEASE
www.163.com |
| 5 Xiaomi
小米
xiaomi.com | 10 Qihoo 360
360
www.360.cn |

LARGEST COMPANIES IN PAKISTAN



Best Workplaces™ in the Manufacturing and Production Industry in Sri Lanka for 2024

AB MAURI AB Mauri Lanka (Pvt) Ltd	AMSAFE BRIDPORT AmSafe Bridport (Pvt) Ltd	Aqua Dynamics Aqua Dynamics (Pvt) Ltd	DANKOTUWA AN AMBEON COMPANY Dankotuwa Porcelain PLC
NIRU since 1979 Diamond Cutters Limited	Dole Dole Lanka Pvt Ltd	e-wis EWIS Colombo Limited	EXPACK Expac Corrugated Cartons PLC
NIPPON PAINT Nippon Paint Lanka (Pvt) Limited	OMEGA LINE LTD. Omega Line Ltd	Royal Fernwood Porcelain Ltd Royal Fernwood Porcelain Ltd	STAR A Komar company Star Garments Group (Pvt) Ltd
SUNQUICK Sunquick Lanka Private Limited	sunshine Sunshine Tea (Private) Limited	Talawakelle Tea Estates Talawakelle Tea Estates PLC	

Sources: Crunchbase, ITjuzi, Zero2IPO

LARGEST COMPANIES IN PAKISTAN


PDCL

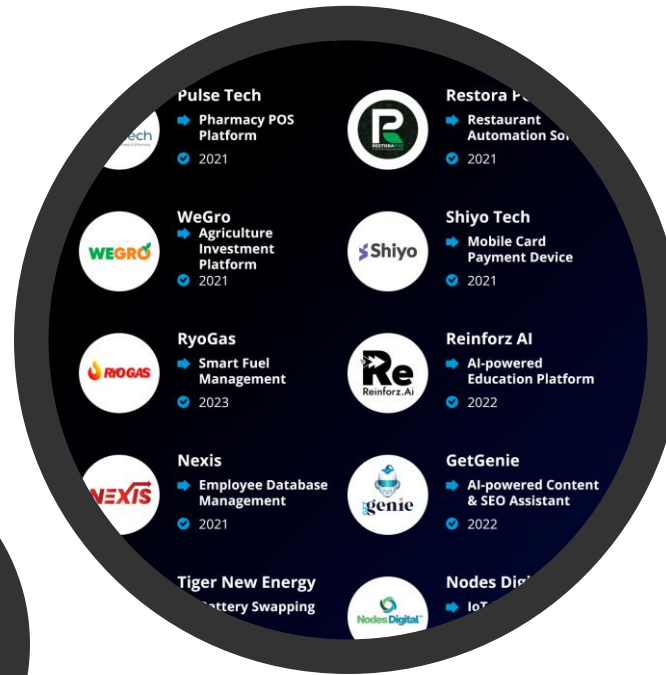
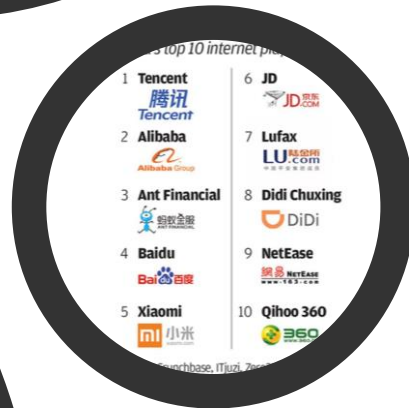
ilever
PAKISTAN


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Discussion



Question

- How do those organizations maintain their business ?

* From individual level (employees)? Team level (Group level) ? Employers' perspectives



The Top 7 Workplace Trends In 2026

The Top 7 Workplace

The Top 7 Workplace Trends In 2026

Work Trend 2026.....



The Workplace in 2026 (12:23 mins)

[The workplace in 2026: Many workers unhappy being in the .](#)

- [What challenges, opportunities lie ahead for employers and ...](#)

Work Trend 2026 (5:15 mins)

- [2026 Trends Collection - The Evolution of Work Models](#)

Activity

NEWS

[Home](#) | [UK](#) | [World](#) | [Business](#) | [Culture](#) | [Politics](#) | [Health](#) | [Tech](#) | [InDepth](#) | [BBC Verify](#) | [Climate](#)

Activity : Example



Watch: Drone delivers first Amazon parcels in UK

<https://www.bbc.co.uk/news/videos/c0l21992z75o>

Activity (1)

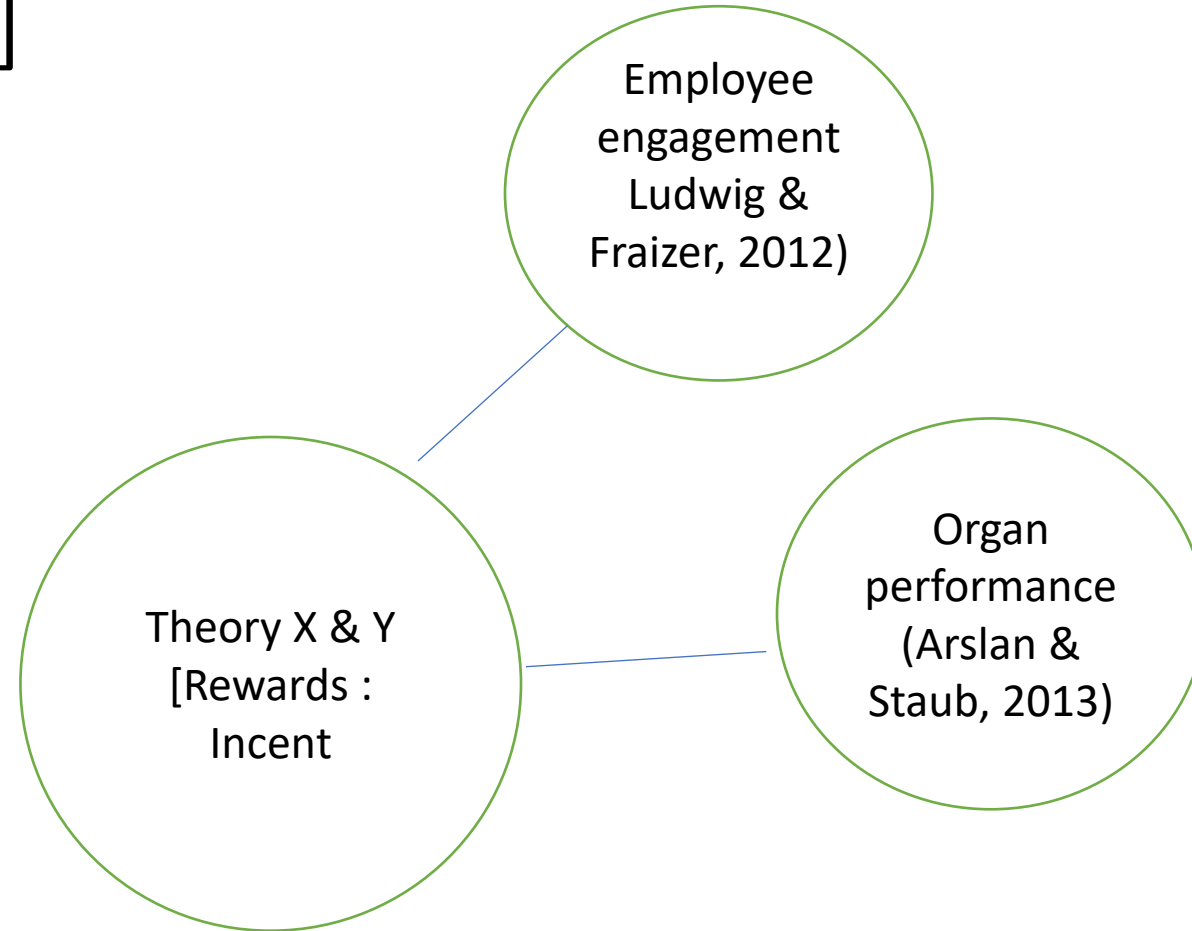
Question

- a. Please identify a business trend. It can be industry-specific
- b. Based upon your identified trend, evaluate impact(s) on business operation and management of employees.
- c. Please adopt one of the above theories to support your answers.

Output : Powerpoint with 3-5 slides

Wrap Up

Theory and measurement items [dependent variables]



Activity

Activity

Scenario 1

Elon Musk becomes world's first trillionaire as SpaceX soars in stock market debut



Archie Mitchell, Business reporter and Kali Hays, Technology reporter

A billionaire who start the SpaceX business alongside Telsa.

Efficiency
Breakeven in 5 years
IT-Driven company

Scenario 2

- **Uber Eats** is an online food ordering and delivery platform

- High Turnover rate
- Not enough courier to cope with the peak season
- Profit making company but the company plans to further save operation cost.

The Uber Eats logo is displayed on a green rectangular background. The word "Uber" is in a black, rounded sans-serif font, and the word "Eats" is in a larger, bold, black, rounded sans-serif font. The entire logo is centered within the green rectangle, which is itself centered on a white background with a yellow border on the right and top edges.

Uber
Eats

Scenario 3

- Start-up
- Little Man Coffee Swansea
 - Limited fund to recruit additional manpower
 - 2 staff are heavy loaded
 - Have not yet reached the breakeven point



Activity

Please select ONE stream

1. Classical Management Theory

2. Behavioral Management Theory

3. Modern Management Theory

i) Please take ONE perspective (e.g. general staff, team supervisor, CEO)

ii) Based upon your selected perspective, please select ONE theory listed as above

iii) Now Please read **15 journals** per student related to theory selected in item ii

iii) Identify how this theory is adopted to tackle the issues faced by the company

iv) Please create **a excel table** AND **draw a diagram** to represent your work.



