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Unit-IV

Leading

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Leading

Leadership is a complex and multifaceted concept. It is about inspiring, motivating, and guiding individuals and teams to achieve a common goal.





Understanding Individual

1 Individual Needs

Understanding individual needs is critical to motivating them. These needs may be related to personal growth, recognition, or simply a sense of belonging.

2 Strengths and Weaknesses

Leaders need to understand the strengths and weaknesses of their team members to allocate tasks effectively and provide support.

3 Communication Styles

Effective leaders adapt their communication style to the needs of each individual to ensure everyone feels heard and understood.

4 Motivation Factors

Leaders should understand what motivates each team member and tailor their approach to tap into those motivators.

Group and group dynamics–Leadership

Teamwork

Leaders foster teamwork by promoting collaboration and encouraging team members to support each other.

Conflict Resolution

Leaders guide team members in resolving conflicts constructively, fostering open communication and seeking mutually agreeable solutions.

Decision–Making

Leaders involve team members in the decision-making process, creating an environment where everyone feels valued and their opinions are respected.



Managerial Leading

1

Goal Setting

Leaders set clear, achievable goals and ensure team members understand their roles in achieving them.

2

Performance Management

Leaders provide regular feedback to team members, recognizing achievements and addressing areas for improvement.

3

Delegation

Leaders delegate tasks effectively, empowering team members and fostering their growth.

4

Mentorship

Leaders provide guidance and support to team members, helping them develop their skills and advance in their careers.



Leadership theories and styles

Transformational

Inspire and motivate followers to achieve a greater purpose

Transactional

Focus on rewards and punishments to motivate followers

Servant

Prioritize the needs of followers and empower them to achieve their full potential

Autocratic

Exercise absolute control and make decisions independently

LEADERSHIP STYLES:

1. Authoritarian (Autocratic)

- In this style of leadership, leaders have all the decision-making power, typically excluding employees from the decision-making process and dictating work processes and goals.
- These leaders exert complete control over subordinates and place an emphasis on obedience and enforcement of rules and policies to control employees. Loyalty is built through coercion, control, and, sometimes, fear.
- Because they do not seek input from those they are leading, authoritarian leaders can make decisions quickly and with a great deal of authority and confidence.
- This style of leadership is sometimes considered effective in situations where an organization needs a decisive leader to guide it through a crisis. There is an emphasis on a clear chain of command, which leaves little doubt for employees about what is expected of them.
- However, these kinds of decisions can often have unforeseen consequences because making decisions in this way stifles innovation and creativity. It often demoralizes employees, leading to highly toxic work environments. Leading in this way is not conducive to a positive employee experience, engagement, or job satisfaction either.



2. Participative (Democratic)

- Participative leaders value input from their teams and invite employees to be a part of the decision-making process. One of the salient features of the participative leadership style is listening—participative leaders really listen to those they lead.
- Participative leaders create environments of open-minded communication, collaboration, and transparency. Excellent communication skills, an inclusive mindset, and a high degree of emotional intelligence are prerequisites of this style of leadership.

3. Delegative (Laissez-Faire)

- Delegative leadership is considered to be one of the least intrusive forms of leadership. It is often referred to as “laissez-faire,” the literal translation of which is “let them do.” This leadership style avoids micromanagement and delegates initiatives to employees.
- Delegative leaders are strong proponents of autonomy and flexibility. As workers increasingly want more autonomy and flexibility with less micromanagement in today’s workplace, the greater freedom this leadership style provides can be a plus when the people being managed are highly skilled, knowledgeable about their jobs, and able to work well with little supervision. It can be particularly efficient in remote work environments.
- Delegative leaders expect their employees to take ownership of their duties and responsibility for their actions. [Warren Buffett](#), the CEO of Berkshire Hathaway, is known to practice this style of leadership. He invests in companies but does not interfere in operational or strategic decision-making.

4. Transactional (Managerial)

- The transactional style of leadership adheres to the ideas many have about the role of traditional managers, with an emphasis on organization, supervision, performance, compliance, and meeting goals, and utilizes rewards and penalties to motivate people.
- Transactional leadership has [three](#) distinct characteristics: contingent reward, active management by exception, and passive management by exception.
- Transactional leadership has the advantage of producing consistent, predictable results. Employees working under this style of leadership can see the impact of their work when their goals are tied to the growth and success of the organization.

5. Transformational (Visionary)

- Transformational leaders are all about the vision. These leaders are focused on getting their teams to buy into the vision and unite over a shared sense of purpose.
- These leaders are supportive of their employees and use empathy, recognition, and empowerment to energize their teams, help them achieve set goals and positive outcomes, and motivate them to go above and beyond to achieve a shared vision.
- There are [four pillars](#) of transformational leadership known as the “four I’s”: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

Definition of Motivation

- The word Motivation derives from the Latin word “Movere”. The Latin word “Movere” means “To move”, “To drive” or “To drive forward” etc.
- **Motivation** can be defined as stimulating, inspiring and inducing the employees to perform to their best capacity.
- **Motivation** is a psychological term which means it cannot be forced on employees. It comes automatically from inside the employees as it is the willingness to do the work.

Importance of Motivation

1.Motivation helps to change from negative attitude to positive attitude. Without motivation the employees try to perform minimum activities in the organization. But the motivation fills in the desire to perform to their maximum level. All the resources of the organization are of no use unless and until the employees use these resources. The motivated employees make best use of the resources.

2.Motivation improves performance level of employees. The motivation improves the efficiency level of employees which means the employees start performing the job to the best of their ability with minimum wastage of time and resources because motivated employees always go for best utilization of resources.

3.Help in achieving the [organizational goals](#). The motivated employees always try to achieve the organizational goal and contribute their best efforts for the realization of organizational goal as they know with the achievement of organizational goal only they can achieve their personal goal. All the employees contribute their efforts in one direction of accomplishment of goal.

4.Motivation creates [supportive work environment](#). In motivation the relations between superior and subordinates are always improved. When the employees get their need satisfied or get the recognition and respect in the organization then they always offer a supportive hand to superiors. There is more co-operation and co-ordination in the organization and all the employees work with the team spirit.

5.Motivation helps the managers to introduce changes. The motivated employees show less [resistance in accepting the changes](#) according to [changes in the business environment](#) because they know if the changes are not implemented in the organization, not only the organization will lose by this but the employees also will find it difficult to get their needs fulfilled. Motivated employees are always supportive and co-operative in [accepting changes in the organization](#).

6.Reduction in [Employee Turnover](#). The motivation creates confidence in the employees to get their need satisfied in the organization itself. They always select the alternative to remain in the organization and increase their earning rather than leaving the organization and increasing their earnings. With motivation employee turnovers are less because the satisfied employees never leave the job.

Process of Motivation

1.Unsatisfied need. Motivation process begins when there is an unsatisfied need in a human being.

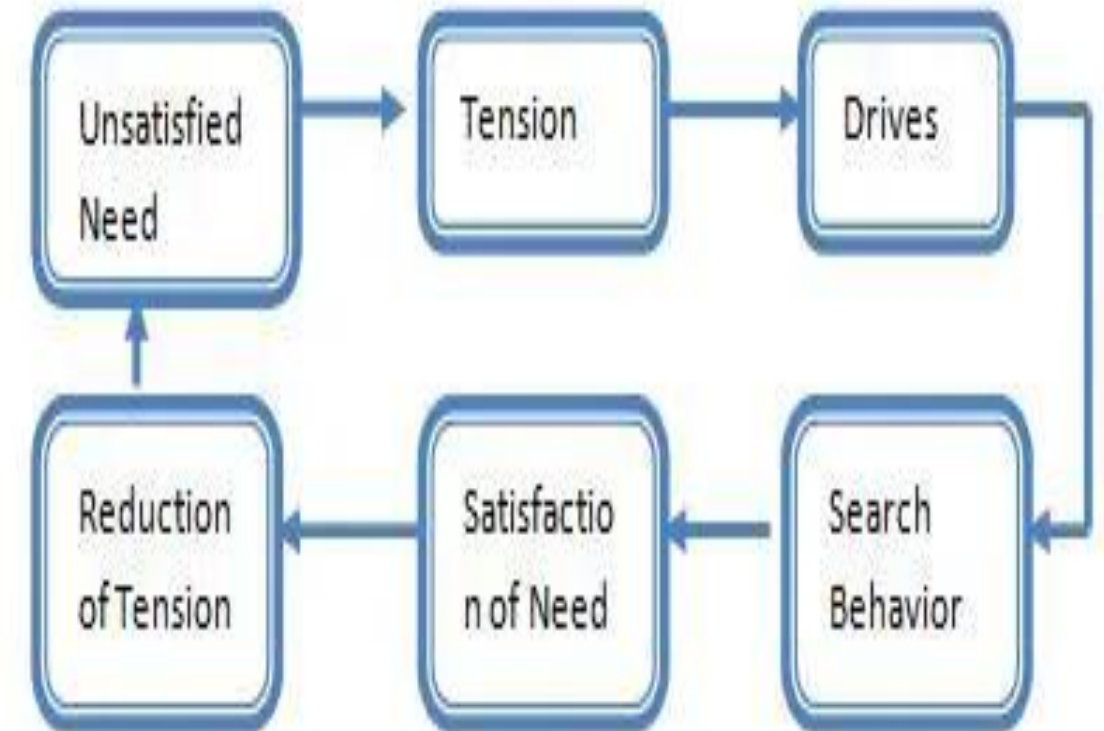
2.Tension. The presence of unsatisfied need gives him tension.

3.Drive. This tension creates an urge of drive in the human being an he starts looking for various alternatives to satisfy the drive.

4.Search Behavior. After searching for alternatives the human being starts behaving according to chosen option.

5.Satisfied need. After behaving in a particular manner for a long time then he evaluates that whether the need is satisfied or not.

6.Reduction of tension. After fulfilling the need the human being gets satisfied and his tension gets reduced.



Types of Motivation

1.Achievement Motivation: It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it. It is similar to 'Kaizen' approach of Japanese Management.

2.Affiliation Motivation: It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favorable attitudes and co-operation.

3.Competence Motivation: It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience.

4.Power Motivation: It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organization and are willing to take risks to do so.

5.Attitude Motivation: Attitude motivation is how people think and feel. It is their self confidence, their belief in themselves, their attitude to life. It is how they feel about the future and how they react to the past.

Advantages of Motivation

Advantages to Management or Organization:

- Increase in the efficiency and productivity of employees. Motivation ensures a highlevel [performance of employees](#).
- Better co-operation from employees and cordial labor-management relations.
- Reduction in the rate of labor absenteeism and turnover.
- Reduction in the wastage's and industrial accidents.
- Improvement in the [morale of employees](#).
- Quick achievement of business/corporate objectives and favorable corporate image.

Advantages to Employees or Workers:

- Employees get various monetary and non-monetary facilities/benefits which provide better life and welfare to them.
- Security of employment and other benefits due to cordial relations with the management.
- Job attraction and job satisfaction.
- Higher status and opportunities of participation in management.
- Positive approach and outlook of employees towards company, management and superiors.
- Reduction in the rate of labour turnover which is harmful to employees and management.
- Better scope for improvement in knowledge and skills of employees.