

FUNDAMENTALS OF MANAGEMENT FOR ENGINEERS

M.RATNA

Assistant Professor

Narsimha Reddy Engineering College
(Autonomous)

Kompally, Secunderabad, Telangana, India



Your roots to success....

NARSIMHA REDDY ENGINEERING COLLEGE
UGC AUTONOMOUS INSTITUTION

Maisammaguda (V), Kompally - 500100, Secunderabad, Telangana State, India

UGC - Autonomous Institute
Accredited by **NBA** & **NAAC** with '**A**' Grade
Approved by **AICTE**
Permanently affiliated to **JNTUH**



NARASIMHA REDDY ENGINEERING COLLEGE
UGC - AUTONOMOUS INSTITUTION

COLLEGE CODE: **NRCM**
www.nrcmec.org



your roots to success...



UNIT-4

LEADERSHIP AND MOTIVATION

LEADERSHIP



- Leadership is the ability to **influence and guide people** toward a common goal.
- It involves **creating a clear vision** for the future.
- A leader **motivates and inspires** team members to perform better.
- Leadership requires **effective communication** and active listening.
- It includes **decision-making** and taking responsibility.
- Leaders **build trust and maintain integrity** in their actions.
- It focuses on **teamwork and collaboration**.
- Leaders **empower and develop others** through guidance and support.
- Leadership involves **adapting to change** and solving problems.
- It is about **achieving goals efficiently** while maintaining positive relationships.

POWER AND AUTHORITY



- **Power** is the ability to influence others' behavior or decisions.
- **Authority** is the formal right given to a person to make decisions and give orders.
- Power can exist **without a position**, but authority comes from a **formal position**.
- Power is often **personal**, while authority is **organizational and official**.
- Types of power include **reward, coercive, expert, referent, and legitimate power**.
- Authority flows **from top to bottom** in an organization (chain of command).
- Power can flow **in any direction**—upward, downward, or sideways.
- Authority is **accepted by subordinates** due to position and rules.
- Power depends on **individual skills, knowledge, or personality**.
- Effective leaders use both **power and authority** to achieve organizational goals.

LEADERSHIP STYLES



- **Behavioral Leadership**
- **Behavioral Leadership** focuses on how leaders **act and behave** rather than their traits.
- It studies **observable actions** of leaders in different situations.
- It emphasizes that **leadership can be learned** through proper behavior.
- Two main dimensions are **task-oriented behavior** and **people-oriented behavior**.
- **Task-oriented leaders** focus on planning, organizing, and completing work.
- **People-oriented leaders** focus on relationships, motivation, and team welfare.
- It originated from studies like the Ohio State Leadership Studies.
- It highlights leadership styles such as **autocratic, democratic, and laissez-faire**.
- Effective leaders **balance both task and people behaviors**.
- It helps improve **employee satisfaction, performance, and teamwork**.

SITUATIONAL LEADERSHIP



- **Situational Leadership**
- **Situational Leadership** means adapting leadership style based on the situation.
- It was developed by Paul Hersey and Ken Blanchard.
- It focuses on the **needs and readiness of followers**.
- No single leadership style is best for all situations.
- Leaders must **analyze the situation before acting**.
- It includes four styles: **Telling, Selling, Participating, and Delegating**.
- **Telling** – leader gives clear instructions and closely supervises.
- **Selling** – leader provides guidance and encourages participation.
- **Participating** – leader shares decision-making with team members.
- **Delegating** – leader gives responsibility and authority to followers

LEADERSHIP SKILLS



- **Communication Skills** – Clearly share ideas and listen actively.
- **Decision-Making Skills** – Analyze situations and choose the best course of action.
- **Motivation Skills** – Inspire and encourage team members to perform well.
- **Emotional Intelligence** – Understand and manage your own and others' emotions.
- **Problem-Solving Skills** – Identify issues and find effective solutions.
- **Time Management** – Plan and use time efficiently to meet goals.
- **Team Building Skills** – Create cooperation and strong relationships in the team.
- **Adaptability** – Adjust to changes and handle uncertainty effectively.
- **Delegation Skills** – Assign tasks and trust others with responsibility.
- **Conflict Management** – Resolve disagreements in a fair and constructive way.

Leadership During Adversity and Crisis



- **Leadership During Adversity and Crisis**
- **Stay Calm and Composed** – A leader must remain steady to guide others confidently.
- **Quick Decision-Making** – Take timely and effective decisions under pressure.
- **Clear Communication** – Provide accurate and transparent information to avoid confusion.
- **Build Trust** – Maintain honesty and reliability during difficult times.
- **Adaptability** – Adjust strategies based on changing situations.
- **Problem-Solving Ability** – Identify issues quickly and implement solutions.
- **Empathy and Support** – Understand team concerns and provide emotional support.
- **Risk Management** – Assess risks and take preventive measures.
- **Lead by Example** – Demonstrate courage, commitment, and responsibility.
- **Focus on Recovery** – Plan for long-term stability and organizational growth after the crisis.

Leadership During Adversity and Crisis



- **Leadership During Adversity and Crisis**
- **Remain Calm Under Pressure** – Control emotions and maintain stability.
- **Act Quickly and Decisively** – Make timely decisions with available information.
- **Communicate Transparently** – Share clear, honest, and regular updates.
- **Show Empathy** – Understand and support the emotional needs of the team.
- **Be Adaptable** – Adjust plans as the situation evolves.
- **Prioritize Problems** – Focus on the most critical issues first.
- **Build Trust and Confidence** – Reassure the team through consistent actions.
- **Lead by Example** – Demonstrate courage, accountability, and commitment.
- **Encourage Teamwork** – Promote collaboration and collective problem-solving.
- **Plan for Recovery** – Prepare strategies for long-term stability and growth.

MOTIVATION



- **Motivation** is the process of **stimulating people to act** toward achieving goals.
- It can be **internal (intrinsic)** or **external (extrinsic)**.
- **Intrinsic motivation** comes from personal satisfaction or interest.
- **Extrinsic motivation** comes from rewards like salary, bonuses, or recognition.
- Motivation **improves performance and productivity**.
- It helps in **achieving organizational and personal goals**.
- Motivation increases **job satisfaction and morale**.
- It reduces **employee turnover and absenteeism**.
- Leaders use motivation through **rewards, recognition, and encouragement**.
- Motivation is essential for **employee engagement and success**.

TYPES OF MOTIVATION

- **Motivation** is classified mainly into two broad types: **Intrinsic and Extrinsic**.
- **Intrinsic Motivation** comes from within a person.
- It is driven by **interest, enjoyment, or personal satisfaction**.
- Example: Learning a skill because you enjoy it.
- **Extrinsic Motivation** comes from external factors.
- It is driven by **rewards or punishments**.
- Example: Working for salary, bonuses, or promotions.
- Intrinsic motivation leads to **long-term satisfaction and creativity**.
- Extrinsic motivation is effective for **short-term performance and results**.
- A good leader uses **both types of motivation** to achieve goals effectively.

Relation between Motivation, Performance and Engagement



- **Relation between Motivation, Performance and Engagement**
- **Motivation** is the driving force that encourages employees to act and perform.
- **Performance** is the actual output or result of an employee's work.
- **Engagement** refers to the emotional commitment of employees toward their work and organization.
- High **motivation increases employee engagement.**
- Engaged employees show **higher commitment and involvement in work.**
- Increased engagement leads to **better performance outcomes.**
- Motivation directly influences both **effort level and job satisfaction.**
- Lack of motivation reduces **engagement and performance quality.**
- Positive work environment strengthens the **link between motivation, engagement, and performance.**
- In short, **motivation → engagement → performance → organizational success.**

, Content Motivational Theories



Hierarchy of Needs Theory

was proposed by Abraham Maslow.

- It explains human motivation through a **five-level pyramid of needs**.
- The first level is **physiological needs** (food, water, shelter).
- The second level is **safety needs** (security, protection, stability).
- The third level is **social needs** (love, friendship, belongingness).
- The fourth level is **esteem needs** (respect, recognition, status).
- The fifth and highest level is **self-actualization** (achieving full potential).
- Lower-level needs must be **satisfied before higher-level needs** become important.
- Unsatisfied needs **motivate human behavior and actions**.
- It is widely used in **management to understand employee motivation**.

TWO FACTOR THEORY



- The **Two-Factor Theory** was proposed by Frederick Herzberg.
- It explains **job satisfaction and dissatisfaction** in the workplace.
- The theory divides factors into **two categories: Hygiene factors and Motivators**.
- **Hygiene factors** prevent dissatisfaction but do not create satisfaction.
- Examples of hygiene factors: salary, working conditions, company policies, job security.
- If hygiene factors are missing, employees become **dissatisfied**.
- **Motivators** lead to job satisfaction and higher performance.
- Examples of motivators: achievement, recognition, responsibility, growth, advancement
- . Hygiene factors are related to the **work environment**, while motivators are related to the **job itself**
- . In short, improving hygiene removes dissatisfaction, while motivators improve satisfaction and performance.

THEORY X AND THEORY Y



- **Theory X and Theory Y** were proposed by Douglas McGregor.
- They explain two different views of employee motivation and behavior.
- **Theory X** assumes employees are naturally **lazy and dislike work**.
- It believes employees must be **controlled, directed, and closely supervised**.
- Theory X managers use **strict rules, punishments, and tight control**.
- **Theory Y** assumes employees are **self-motivated and enjoy work**.
- It believes employees can be **creative, responsible, and self-directed**.
- Theory Y managers use **participation, trust, and empowerment**.
- Theory Y promotes **job satisfaction, teamwork, and innovation**
- . In short, Theory X is **authoritative**, while Theory Y is **participative and human-centered**.