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B.Com Honours | Semester II | Calicut University

Leadership and Team Building

Course Code: COM2MN102 • Module 3 Notes

1. Motivation and Goal Setting: Inspiring Team Performance

A leader's primary responsibility is to maintain high motivation and align team efforts toward organizational targets. Motivation is the psychological process that initiates, guides, and maintains goal-oriented behaviors. This module covers the primary motivation theories (Maslow, Herzberg, Self-Determination), factors influencing motivation, workplace application, and SMART goal setting techniques.

Core Motivation Theories

Understanding what drives human behavior is key to managing a team:

Theoretical Model	Core Concept & Factors	Application in the Workplace
Maslow's Hierarchy of Needs	Needs are structured in a pyramid: Physiological, Safety, Social, Esteem, Self-Actualization. Lower needs must be met first.	Ensuring fair pay, job safety, and offering growth paths for self-actualization.
Herzberg's Two-Factor Theory	Divided into **Hygiene Factors** (pay, policy, work conditions - if missing cause dissatisfaction) and **Motivators** (achievement, recognition - drive performance).	Fixing hygiene factors prevents complaints, but motivators are needed to drive performance.
Self-Determination Theory	Human motivation is driven by three basic needs: **Autonomy** (control over work), **Competence** (mastery), and **Relatedness** (belonging).	Designing self-managed projects, providing skill training, and building team relationships.

Motivating Teams in Practice

Motivation is influenced by biological, psychological, and social factors. Leaders motivate team members by:

- **Recognition and Rewards:** Celebrating milestones, providing public praise, and aligning bonuses with targets.
- **Work Design:** Offering autonomy in task execution, reducing micromanagement, and assigning varied responsibilities.
- **Creating Belonging:** Fostering strong team relationships and relatedness.

Goal Setting & SMART Criteria

Goal setting provides direction and a standard to measure performance. Startups and corporate teams set goals using the **SMART** framework:

S & M

Specific (S): Defining exactly what needs to be achieved.
Measurable (M): Quantifying indicators to track progress (e.g., increase sales by 15%).

A & R

Achievable (A): Challenging yet realistic given resources.
Relevant (R): Aligning the goal with the company's overall strategy.

T

Time-Bound (T): Establishing a clear deadline (e.g., by Q3 end).

Resilience Strategies: Dealing with setbacks requires establishing contingency plans, focusing on lessons learned, and maintaining open communication to support team morale.