**UNIT 5 (SPM)**

1. **Introduction to the Unit**

This unit focuses on **Understanding Behavior and Organizational Behavior**, particularly in workplace settings. It examines how individuals and groups behave and interact within an organization. Managing people effectively is one of the most critical aspects of project and organizational success. By studying human behavior, organizations can create strategies to improve productivity, teamwork, and employee satisfaction.

The core of this unit lies in exploring:

1. **Behavior**: Understanding individual actions and what influences them.
2. **Organizational Behavior (OB)**: A systematic study of people’s actions in groups or teams to improve organizational effectiveness.

This unit emphasizes key theories, models, and practices related to human behavior in the workplace, such as:

* Motivational theories (e.g., Maslow, Herzberg, Theory X and Y).
* Techniques for selecting the right individuals for roles.
* Methods to organize, train, and motivate teams.
* The significance of communication, leadership, and teamwork in achieving organizational goals.

**Example of the Unit’s Importance**

Imagine a project manager struggling to motivate their team. By applying theories like **Maslow’s hierarchy** or **Herzberg’s two-factor theory**, they can understand employees' needs and provide rewards or tasks that boost motivation, improving team performance.

**Summary**

* **Focus**: Human behavior and its role in organizational success.
* **Key Areas**: Individual and group behavior, motivation, teamwork, leadership, and employee management.
* **Goal**: Equip organizations to effectively manage their people and achieve better outcomes.

1. **Understanding Behavior and Organizational Behavior**

**What is Behavior?**

Behavior is how people act or respond in different situations. It is influenced by personal beliefs, emotions, cultural background, and the environment around them. In organizations, understanding behavior is important because it affects teamwork, performance, and overall success.

**What is Organizational Behavior (OB)?**

Organizational Behavior is the study of how people behave at work, either alone or in groups. It helps organizations manage employees better, improve their satisfaction, and increase productivity.

**Key Points of Organizational Behavior (OB):**

1. **Origin of OB:**  
   OB started with Frederick Taylor's scientific management. He believed in:
   * Choosing the best people for each job.
   * Training them in the best methods.
   * Rewarding top performers.
2. **Focus Areas in OB:**
   * **Individual Behavior**: Looks at things like personality, motivation, and learning.
   * **Group Behavior**: Studies teamwork, communication, and leadership.
   * **Organizational Structure**: Focuses on culture, hierarchy, and systems.
3. **Motivational Theories in OB:**
   * **Theory X and Theory Y**:
     + Theory X: People dislike work and need close supervision.
     + Theory Y: People are self-driven and seek responsibility.
   * **Maslow’s Hierarchy of Needs**: Explains that employees need basic things like safety and salary first, but later aim for personal growth and achievement.
   * **Herzberg's Two-Factor Theory**:
     + **Hygiene Factors**: Pay, job conditions – these stop dissatisfaction.
     + **Motivators**: Recognition, challenging work – these boost satisfaction.
4. **Application of OB in the Workplace:**  
   OB is used to:
   * Motivate employees through rewards and opportunities.
   * Build better team communication and leadership.
   * Adapt to changes and improve company culture.

**Example**

Imagine a software company applying OB principles:

* They reward employees for good performance (motivation).
* They provide training to improve skills (development).
* During team meetings, they ensure everyone shares ideas and resolves conflicts (group behavior).

**Summary**

* **Behavior**: How people act, influenced by personal and external factors.
* **Organizational Behavior (OB)**:
  1. Studies individual and group behavior at work.
  2. Started with Taylor’s focus on efficient work methods.
  3. Includes motivation theories like Maslow, Theory X/Y, and Herzberg.
  4. Applied to improve performance, teamwork, and employee satisfaction.

1. **How to Select the Right Person for the Job**

**How to Select the Right Person for the Job**

Selecting the right person for a job is essential to ensure efficiency, productivity, and harmony in the workplace. It involves a structured process of identifying the skills, personality, and qualifications required for a specific role and finding the candidate who best fits these needs.

**Steps to Select the Right Person**

1. **Create a Job Specification**
   * Clearly define the tasks and responsibilities of the job.
   * Include the required qualifications, skills, training, and experience.
2. **Recruit Candidates**
   * Advertise the job internally within the company or externally (e.g., job boards, newspapers).
   * Choose the right medium to attract suitable candidates.
3. **Screen Resumes and Applications**
   * Evaluate resumes to shortlist candidates who meet the job requirements.
   * Look for relevant experience, skills, and academic qualifications.
4. **Conduct Interviews**
   * Use structured interviews to assess technical and interpersonal skills.
   * Focus on how well the candidate aligns with the company’s goals and culture.
5. **Use Tests and Assessments**
   * Personality tests, aptitude tests, and work samples can be used to evaluate candidates more thoroughly.
6. **Check References**
   * Contact previous employers or references to validate the candidate’s claims.
7. **Final Selection**
   * Compare all shortlisted candidates based on performance in interviews, assessments, and reference checks.
   * Choose the candidate who best matches the job and organizational needs.

**Example**

Imagine a company hiring a software developer:

* They create a job specification stating that the role requires expertise in Python and problem-solving skills.
* They advertise the position on LinkedIn and job portals.
* After shortlisting candidates, they conduct technical tests and interviews to evaluate their coding abilities and teamwork skills.
* Finally, they check references before hiring the best candidate.

**Summary**

1. Define the job specification.
2. Recruit through suitable channels.
3. Screen resumes for relevant experience and skills.
4. Conduct interviews and tests to evaluate candidates.
5. Check references to ensure reliability.
6. Select the most qualified and culturally aligned candidate.
7. **Instruction in Best Methods**

**Instruction in Best Methods**

Teaching or instructing employees in the best methods to perform their tasks is a vital step for improving efficiency, productivity, and job satisfaction. Proper training ensures that employees understand how to perform their work effectively, use tools efficiently, and follow standardized procedures to achieve organizational goals.

**Steps to Provide Instruction in Best Methods**

1. **Analyze the Job Requirements**
   * Break down the tasks into clear, actionable steps.
   * Identify the most efficient and effective methods for completing these tasks.
2. **Develop a Training Plan**
   * Create structured training programs tailored to the needs of employees.
   * Include demonstrations, practice sessions, and clear instructions.
3. **Train Employees Step-by-Step**
   * Teach each task methodically, ensuring employees understand the reasoning behind the steps.
   * Use visual aids, manuals, or software tools to make the instructions easier to follow.
4. **Provide Hands-On Practice**
   * Allow employees to practice under supervision.
   * Correct mistakes immediately to ensure they learn the proper technique.
5. **Monitor Progress**
   * Regularly evaluate the employees' performance and adherence to the best methods.
   * Offer additional coaching or clarification if needed.
6. **Encourage Continuous Improvement**
   * Motivate employees to suggest better ways of performing tasks.
   * Update the methods as new technologies and practices emerge.

**Example**

A logistics company needs to improve how its employees use a new inventory system:

* The company organizes a training session to explain the system’s interface and best practices for inputting data.
* Employees practice using the system with sample data while trainers observe.
* Trainers correct errors and provide feedback to ensure employees are confident and accurate when using the system in real-world scenarios.

**Summary**

1. Break down tasks and identify the best methods.
2. Develop a training plan tailored to the job.
3. Provide clear instructions and hands-on practice.
4. Monitor progress and correct errors during training.
5. Continuously improve methods with employee feedback.
6. **Different Methods for Improving Motivation**

**Different Methods for Improving Motivation**

Motivation is essential to ensure employees stay engaged, productive, and committed to their work. Organizations use various methods to improve motivation, addressing both individual and team needs. These methods can be categorized into goal-setting, feedback, job design, and rewards.

**Methods to Improve Motivation**

1. **Set Specific Goals**
   * Clear and achievable goals give employees a sense of direction and purpose.
   * Involve employees in setting goals to enhance their commitment.
2. **Provide Regular Feedback**
   * Regular feedback helps employees understand their progress and areas for improvement.
   * Recognizing achievements reinforces positive behaviors.
3. **Redesign Jobs**
   * Improve job design to make roles more engaging and meaningful.
   * Use strategies like:
     + **Job Enlargement**: Assign additional tasks to expand the scope of the job and make it less monotonous.
     + **Job Enrichment**: Allow employees to take on more responsibility and decision-making in their roles.
4. **Offer Rewards and Incentives**
   * Monetary rewards like bonuses, salary raises, or profit-sharing.
   * Non-monetary rewards like recognition, promotions, or opportunities for growth.
   * Tailor rewards to employees' preferences to maximize their impact.
5. **Foster a Positive Work Environment**
   * Build a workplace culture where employees feel valued, respected, and supported.
   * Encourage teamwork and collaboration to boost morale.
6. **Create Opportunities for Growth**
   * Provide training and professional development programs.
   * Help employees see a clear path for career advancement within the organization.
7. **Empower Employees**
   * Give employees autonomy and the freedom to make decisions about their work.
   * Trust them to take ownership of their tasks and responsibilities.

**Example**

Consider a customer service team experiencing low motivation due to repetitive tasks:

* The manager sets clear performance targets (e.g., reducing response time by 10%).
* They provide regular feedback and publicly recognize top performers during team meetings.
* To make jobs more meaningful, employees are given the responsibility to resolve certain types of complaints without needing managerial approval.
* The manager also offers training sessions to improve communication skills, helping employees grow professionally.

**Summary**

1. **Set goals**: Clear, achievable targets improve focus and motivation.
2. **Provide feedback**: Regular recognition of progress boosts morale.
3. **Redesign jobs**: Add variety and responsibility to make work more engaging.
4. **Offer rewards**: Use both monetary and non-monetary incentives.
5. **Positive environment**: Create a supportive and collaborative workplace.
6. **Opportunities for growth**: Offer training and career development.
7. **Empowerment**: Allow employees to make decisions and take ownership of their work.
8. **The Oldham-Hackman Job Characteristics Model**

The Oldham-Hackman Job Characteristics Model focuses on designing jobs to enhance employee motivation, satisfaction, and productivity. It identifies key job characteristics that make work meaningful and fulfilling, leading to better performance and personal growth.

**Five Core Job Characteristics**

1. **Skill Variety**
   * The range of skills and abilities a job requires.
   * Jobs requiring diverse skills are more engaging and meaningful.
   * Example: A software developer working on designing, coding, testing, and deploying a program experiences high skill variety.
2. **Task Identity**
   * The extent to which a job allows an employee to complete a whole, identifiable piece of work.
   * A job with clear, start-to-finish responsibilities increases a sense of ownership.
   * Example: An artist painting an entire mural feels more connected to their work than someone who only paints part of it.
3. **Task Significance**
   * The perceived impact of a job on others or the organization.
   * Jobs that positively affect people or society feel more meaningful.
   * Example: A healthcare worker saving lives has high task significance.
4. **Autonomy**
   * The level of freedom employees have to decide how to perform their tasks.
   * Autonomy fosters a sense of responsibility and ownership.
   * Example: A project manager deciding how to allocate resources and schedule tasks has high autonomy.
5. **Feedback**
   * The degree to which employees receive clear information about their performance.
   * Regular feedback helps employees understand how well they are doing and where they can improve.
   * Example: A salesperson receiving monthly reports on their sales performance benefits from clear feedback.

**Impact on Employees**

These characteristics influence three psychological states:

1. **Experienced Meaningfulness**: Created by skill variety, task identity, and task significance.
2. **Experienced Responsibility**: Enhanced by autonomy.
3. **Knowledge of Results**: Strengthened by feedback.

These states lead to:

* Increased motivation.
* Higher job satisfaction.
* Improved performance.

**Example**

A software company redesigns a customer service role:

* Employees handle customer queries from start to finish (task identity).
* They provide technical assistance, billing support, and troubleshooting (skill variety).
* The role is designed to improve customer satisfaction (task significance).
* Employees can decide how to manage their time and approach tasks (autonomy).
* Feedback is provided weekly through customer satisfaction ratings (feedback).

**Summary**

1. **Skill Variety**: Use of multiple skills.
2. **Task Identity**: Completing whole tasks.
3. **Task Significance**: Job's impact on others.
4. **Autonomy**: Freedom in work.
5. **Feedback**: Clear performance information.

* These characteristics improve motivation, satisfaction, and performance.

1. **The Oldham-Hackman Job Characteristics Model - Stress, Health and Safety, and Ethical and Professional Concerns**

**The Oldham-Hackman Job Characteristics Model - Stress, Health and Safety, and Ethical and Professional Concerns**

The **Oldham-Hackman Job Characteristics Model** focuses on enhancing employee motivation and job satisfaction through job design. However, while optimizing job characteristics, it's also important to address factors like stress, health and safety, and ethical/professional concerns, as they directly affect employee well-being, performance, and overall organizational success.

**1. Stress in Job Design**

Stress can arise when job characteristics are not well-balanced, or when employees feel overwhelmed by their tasks. For example, too much autonomy without proper feedback can cause stress as employees may feel unsure about their performance. Likewise, high task significance without adequate resources or support can lead to burnout.

* **Reducing Stress**:
  + **Balanced Job Characteristics**: Ensure that employees have a manageable level of task variety, clear responsibilities, and sufficient autonomy.
  + **Clear Expectations and Feedback**: Regular feedback helps employees feel confident in their roles and reduces anxiety.
  + **Training and Support**: Provide employees with training and the tools they need to succeed, reducing the pressure of not knowing how to perform tasks.

**2. Health and Safety**

Job design should prioritize physical and mental health by minimizing hazards and promoting well-being. This includes both the physical environment (e.g., ergonomic workspaces) and the mental load (e.g., manageable workload).

* **Health and Safety Concerns in Job Design**:
  + **Physical Health**: Jobs should be designed to reduce physical strain. For example, jobs requiring heavy lifting or long hours sitting in one position should include breaks and ergonomic tools.
  + **Mental Health**: High stress and lack of feedback can cause mental strain, leading to burnout and disengagement. Encouraging breaks, mental health support, and a balanced workload can mitigate this.
* **Creating a Healthy Work Environment**:
  + **Safe Workspaces**: Ensure physical safety by adhering to safety standards (e.g., proper equipment, well-lit workspaces).
  + **Mental Health Resources**: Offer support for stress management, counseling services, and promote work-life balance.

**3. Ethical and Professional Concerns**

Job design must also account for ethical and professional standards, ensuring that employees are treated fairly, that their rights are respected, and that they have a safe space to express concerns.

* **Ethical Concerns in Job Design**:
  + **Fair Treatment**: Employees should be given equal opportunities based on merit, not discriminated against based on gender, race, or age. Job design should support diversity and inclusion.
  + **Privacy and Rights**: Employees' personal data and rights must be respected. For instance, overly invasive performance monitoring can feel like a violation of privacy.
  + **Workplace Ethics**: Job designs should promote ethical behavior by aligning tasks with the organization’s core values, such as honesty, integrity, and respect.
* **Professional Concerns in Job Design**:
  + **Professional Development**: Encourage continuous learning and development to ensure employees grow in their careers.
  + **Ethical Leadership**: Leaders should set an example of ethical behavior and maintain transparent communication with employees.

**Example**

A company implementing the **Oldham-Hackman Model** for its call center employees:

* They provide a mix of tasks, allowing employees to handle customer inquiries and follow-ups (skill variety, task identity).
* Employees are given autonomy to manage their schedules but receive regular feedback on performance (feedback, autonomy).
* The company also ensures ergonomic workstations, encourages regular breaks, and offers stress management workshops to address physical and mental well-being (health and safety).
* To maintain ethical standards, the company ensures that all employees have equal access to promotions, keeps data privacy a priority, and provides professional development opportunities.

**Summary**

1. **Stress**: Can be reduced by balancing job characteristics, providing clear expectations, and offering support and training.
2. **Health and Safety**: Prioritize both physical and mental health by designing safe, ergonomic jobs and promoting work-life balance.
3. **Ethical and Professional Concerns**: Ensure fairness, privacy, and respect in job design, and promote continuous professional development and ethical leadership.

These considerations not only improve motivation and performance but also enhance overall well-being and job satisfaction.

1. **Becoming a Team**

**Becoming a Team**

Building an effective team is crucial in project management, particularly in collaborative environments like software development. The document outlines how teams are formed, the dynamics they go through, and best practices for team-building.

**Stages of Team Development**

Teams generally go through **five fundamental stages** of development, as proposed in the model:

1. **Forming**
   * Members get to know one another.
   * Define roles, responsibilities, and team objectives.
   * Initial politeness and a lack of conflict.
2. **Storming**
   * Conflicts arise as members assert their opinions.
   * Struggles for leadership and authority occur.
   * Establishing ground rules becomes necessary.
3. **Norming**
   * Conflicts are resolved, and collaboration begins.
   * A sense of team identity develops.
   * Team members align on objectives and processes.
4. **Performing**
   * The team becomes highly functional and focuses on achieving goals.
   * Members take on roles effectively and solve problems collaboratively.
5. **Adjourning**
   * The team disbands after the project ends or objectives are achieved.
   * This stage includes reflecting on successes and areas for improvement.

**Key Roles in a Team**

Successful teams often balance various roles. Meredith Belbin's **Team Role Model** identifies essential roles in a team:

* **The Chair:** Facilitates meetings and ensures balanced participation.
* **The Plant:** Generates creative ideas and solutions.
* **The Monitor Evaluator:** Analyzes options to select the optimal solution.
* **The Shaper:** Focuses on critical issues and keeps the team on track.
* **The Team Worker:** Promotes collaboration and resolves conflicts.
* **The Completer Finisher:** Ensures tasks are completed thoroughly.
* **The Company Worker:** Focuses on delivering practical outputs.

**Effective Team-Building Activities**

* **Outdoor Training Sessions:**  
  Activities outside the workplace, such as problem-solving games, can build trust and camaraderie.
* **Simulated Scenarios:**  
  Teams tackle hypothetical challenges to understand roles and dynamics.

**Example**

**Scenario:**  
Amanda and Brigette are tasked with forming a team to develop a new inventory management system.

* **Stage Progression:**
  1. In the **forming** stage, Amanda introduces team members and outlines project goals.
  2. During **storming**, conflicts arise about the technical approach.
  3. After resolving disputes in the **norming** stage, the team aligns on priorities.
  4. In the **performing** stage, the team efficiently completes modules ahead of schedule.
  5. The project ends, and Amanda conducts an **adjourning** session to reflect and share lessons learned.

**Summary**

1. **Stages of Development:**
   * Forming → Storming → Norming → Performing → Adjourning.
2. **Team Roles:**
   * Balance creative, analytical, and collaborative roles.
3. **Team-Building Activities:**
   * Outdoor and simulated exercises improve trust and cohesion.
4. **Example:**
   * Amanda's team effectively transitioned through all stages to achieve project success.
5. **Decision Making: Organization and Team Structures**

**Decision Making: Organization and Team Structures**

The document explains various aspects of decision-making, organization, and team structures in project management, particularly in software development environments. Here's a detailed overview:

**Decision Making**

Decision-making within an organization is a structured process aimed at achieving project objectives. It involves:

1. **Structured Judgments**
   * Routine and simple decisions that can be handled using standard procedures.
2. **Unstructured Judgments**
   * Complex and unique decisions requiring creativity and specialized analysis.
3. **Levels of Uncertainty**
   * Decisions can range from highly predictable (low uncertainty) to highly uncertain, necessitating innovative solutions.

**Team Structures**

Team structures impact decision-making efficiency and the project's success. There are three primary organizational team structures:

**1. Functional Format**

* **Description:**  
  Developers are grouped based on their specialized expertise (e.g., database, networking, or testing).
* **Advantages:**
  + Encourages specialization.
  + Teams gain deep knowledge in their domains.
* **Challenges:**
  + Coordination among teams becomes challenging.
  + High reliance on comprehensive documentation.
* **Example:**  
  A database specialist team focuses only on database-related tasks, while another team manages user interface development.

**2. Project Format**

* **Description:**  
  Teams are formed to handle all aspects of a specific project.
* **Advantages:**
  + Focused on a single goal.
  + Clear roles and responsibilities within the team.
* **Challenges:**
  + May not utilize resources efficiently, especially when a project slows down.
  + Limited scope for specialization.
* **Example:**  
  A dedicated team works on a mobile application, handling both backend and frontend development until completion.

**3. Matrix Format**

* **Description:**  
  Combines functional and project formats, where team members report to both functional and project managers.
* **Advantages:**
  + Balances specialization and project focus.
  + Efficient resource utilization across projects.
* **Challenges:**
  + Dual reporting can cause conflicts.
  + Complex communication lines.
* **Example:**  
  A programmer works on two projects simultaneously, reporting to both their functional head and project manager.

**Decision-Making in Team Structures**

1. **Collaborative Decision-Making:**  
   Decisions are made collectively to ensure higher acceptance and engagement.
2. **Challenges in Group Decision-Making:**
   * Time consumption.
   * Risk of groupthink or conflicts.
3. **Improvement Strategies:**
   * Structured processes, such as the Delphi Method (gathering expert opinions anonymously).

**Summary**

1. **Decision-Making:**
   * Involves structured or unstructured approaches based on complexity.
   * Requires managing uncertainty effectively.
2. **Team Structures:**
   * **Functional Format:** Specialization-focused.
   * **Project Format:** Goal-focused.
   * **Matrix Format:** Hybrid approach balancing resources and goals.
3. **Group Decisions:**
   * Collaborative but require clear strategies to avoid conflicts.

**Example Recap:**

* A matrix team structure where a database developer contributes to both a banking app and a CRM system project demonstrates efficient resource use but requires careful management to resolve dual-reporting issues.

1. **Write a note on following terms: i) Team heedfulness ii) Egoless programming iii) Chief programmer teams**

**Notes on Key Terms**

**i) Team Heedfulness**

**Definition:**  
Team heedfulness refers to the awareness and mindfulness of team members about their own actions and their impact on the team's success. It emphasizes a shared understanding and responsiveness among team members.

**Key Points:**

* Members are attentive to their roles and the roles of others in achieving collective goals.
* Encourages proactive suggestions to improve team performance.
* Relies on effective communication and shared knowledge.

**Example:**  
In a software development team, if a developer notices a potential conflict in scheduling, they immediately communicate with others to realign priorities, ensuring smooth progress.

**Summary:**

1. Encourages mutual awareness and collaboration.
2. Relies on shared understanding and effective communication.
3. Improves team adaptability and efficiency.

**ii) Egoless Programming**

**Definition:**  
Egoless programming is a software development approach where code ownership is shared among the team rather than being guarded by individual developers. This fosters collaboration and continuous improvement.

**Key Points:**

* Reduces personal attachment to code, enabling open feedback and modifications.
* Focuses on the collective quality of the product rather than individual contributions.
* Peer code reviews are central to this approach.

**Example:**  
In a team practicing egoless programming, a developer reviews a colleague's code, suggesting improvements without hesitation. The original author accepts the feedback without defensiveness, knowing it benefits the team.

**Summary:**

1. Promotes shared ownership of code.
2. Encourages constructive feedback and collaboration.
3. Reduces individual defensiveness and improves product quality.

**iii) Chief Programmer Teams**

**Definition:**  
Chief programmer teams are hierarchical teams led by a chief programmer who oversees design, coding, and task delegation. This structure is often used in smaller, less complex projects.

**Key Points:**

* **Structure:**  
  A chief programmer leads and delegates tasks to team members specializing in coding, testing, or documentation.
* **Advantages:**
  + Centralized decision-making speeds up development.
  + Suitable for small projects with well-defined requirements.
* **Disadvantages:**
  + Over-reliance on the chief programmer creates a single point of failure.
  + Limits creativity and independence of team members.

**Example:**  
A chief programmer designs a system's architecture, divides coding and testing tasks among the team, and integrates the components for the final product.

**Summary:**

1. Centralized leadership structure.
2. Effective for small, straightforward projects.
3. Can stifle team creativity and introduce dependency risks.

**Final Summary**

1. **Team Heedfulness:** Focus on shared awareness and proactive collaboration.
2. **Egoless Programming:** Emphasizes shared code ownership and open feedback.
3. **Chief Programmer Teams:** Centralized leadership suitable for smaller projects but with dependency challenges.

Let me know if you'd like further elaboration on any of these!

1. **Leadership**

**Leadership in Project Management**

Leadership plays a critical role in project management, especially when coordinating teams and guiding them toward achieving project goals. Effective leadership involves managing people, making decisions, resolving conflicts, and maintaining motivation.

**Key Aspects of Leadership**

**1. Leadership Styles**

1. **Authoritative Leadership:**
   * Leaders set clear objectives and provide direction.
   * Suitable for projects requiring strict timelines and high control.
2. **Democratic Leadership:**
   * Encourages team involvement in decision-making.
   * Promotes creativity, collaboration, and team ownership.
3. **Laissez-Faire Leadership:**
   * Provides minimal guidance and lets team members work independently.
   * Effective when the team is highly skilled and self-motivated.
4. **Transformational Leadership:**
   * Inspires and motivates the team to exceed expectations.
   * Focuses on innovation and change.
5. **Transactional Leadership:**
   * Relies on structured rewards and penalties to drive performance.
   * Best suited for routine, task-focused environments.

**2. Leadership Responsibilities**

* **Decision-Making:**  
  Balancing risks and benefits to make informed choices.
* **Conflict Resolution:**  
  Addressing disagreements constructively to maintain team harmony.
* **Motivation:**  
  Keeping the team engaged and aligned with project goals.
* **Delegation:**  
  Assigning tasks based on team members' skills and strengths.
* **Vision Setting:**  
  Defining a clear and achievable project vision.

**3. Leadership Skills**

1. **Communication:**
   * Clearly articulating goals, expectations, and feedback.
2. **Empathy:**
   * Understanding team members' perspectives and concerns.
3. **Problem-Solving:**
   * Addressing challenges proactively and efficiently.
4. **Adaptability:**
   * Adjusting leadership style based on project demands or team dynamics.
5. **Decision-Making:**
   * Using data and intuition to make sound decisions.

**Example of Leadership in Action**

**Scenario:**  
A team is falling behind schedule on a software development project. The leader adopts a transformational style:

* **Vision:** Reminds the team of the importance of the project to the client.
* **Motivation:** Introduces incentives for achieving milestones.
* **Delegation:** Reassigns tasks based on individual strengths to speed up progress.
* **Communication:** Organizes daily meetings to track progress and address blockers.

This leadership approach boosts morale and ensures the project is completed on time.

**Summary**

1. **Leadership Styles:**
   * Authoritative, democratic, laissez-faire, transformational, transactional.
2. **Responsibilities:**
   * Decision-making, conflict resolution, motivation, delegation, vision setting.
3. **Skills:**
   * Communication, empathy, adaptability, problem-solving, decision-making.
4. **Example:**
   * Transformational leadership accelerates progress in a delayed project.