



UNIVERSITI TEKNOLOGI MARA

CSM503: MOTIVATION AND LEADERSHIP IN CUSTOMER SERVICE

Course Name (English)	MOTIVATION AND LEADERSHIP IN CUSTOMER SERVICE APPROVED
Course Code	CSM503
MQF Credit	4
Course Description	The course is designed to expose students to the contemporary leadership styles and how to be more effective in situations requiring leadership skills and abilities. The course also emphasizes the importance of motivation to the leaders and subordinates, particularly those involved in the customer service environment. The roles of leaders to cultivate excellent service culture and to effectively manage change in the organization will also be emphasized.
Transferable Skills	Confident Adaptable
Teaching Methodologies	Lectures, Case Study, Discussion, Presentation
CLO	CLO1 Explain the concept and theories of leadership in customer service. CLO2 Analyze the theories and concept of leadership in service organization CLO3 Demonstrate the skill as leaders to accomplish goals by conducting leadership related activities.
Pre-Requisite Courses	No course recommendations
Topics	
1. What Does It Mean to Be A Leader? 1.1) 1.1 The Nature of Leadership 1.2) 1.1.1 Definition of Leadership 1.3) 1.1.2 Leadership and The Business of Living 1.4) 1.5) 1.2 The New Reality for Today's Organizations 1.6) 1.2.1 From Stability to Change and Crisis Management 1.7) 1.2.2 From Control to Empowerment 1.8) 1.2.3 From Competition to Collaboration 1.9) 1.2.4 From Uniformity to Diversity 1.10) 1.2.5 From Self-centered to Higher Purpose 1.11) 1.2.6 From Hero to Humble 1.12) 1.13) 1.3 Comparing Management and Leadership 1.14) 1.3.1 Providing Direction 1.15) 1.3.2 Aligning Followers 1.16) 1.3.3 Building Relationships 1.17) 1.3.4 Developing Personal Leadership Qualities 1.18) 1.3.5 Creating Outcomes	
2. Traits, Behaviors and Relationships 2.1) 2.1 The Traits Approach 2.2) 2.1.1 Optimism and Self-confidence 2.3) 2.1.2 Honesty and integrity 2.4) 2.1.3 Drive 2.5) 2.6) 2.2 Behavior Approaches 2.7) 2.2.1 Autocratic vs Democratic 2.8) 2.2.2 Ohio State Studies 2.9) 2.2.3 Michigan Studies 2.10) 2.2.4 Leadership Grid	

3. Contingency Approaches

- 3.1) 3.2 Fiedler's Contingency Model
- 3.2) 3.2.1 Leadership Styles
- 3.3) 3.2.2 Situation
- 3.4) 3.2.3 Contingency Theory
- 3.5)
- 3.6) 3.3 Hersey and Blanchard's Situational Theory

4. The Leaders as an Individual

- 4.1) 4.1 Personality and Leadership
- 4.2) 4.1.1 A Model of Personality
- 4.3) 4.1.2 Personality Traits and Leader Behavior
- 4.4)
- 4.5) 4.2 Values and Attitudes
- 4.6) 4.2.1 Instrumental and End Values
- 4.7) 4.2.2 How Attitudes Affect Leadership
- 4.8)
- 4.9) 4.3 Cognitive Differences
- 4.10) 4.3.1 Patterns of Thinking and Brain Dominant
- 4.11)
- 4.12) 4.4 Personality and Leadership Styles: The Role of Charisma
- 4.13) 4.4.1 What makes A Charismatic Leader?
- 4.14) 4.4.2 The Black Hat of Charisma
- 4.15)
- 4.16) 4.5 Transactional versus Transformational Leadership
- 4.17) 4.5.1 Transactional Leadership
- 4.18) 4.5.2 Transformational Leadership

5. Leadership Mind and Heart

- 5.1) 5.1 Developing a Leader's Mind
- 5.2) 5.1.1 Independent Thinking
- 5.3) 5.1.2 Open-mindedness
- 5.4) 5.1.3 Systems Thinking
- 5.5) 5.1.4 Personal Mastery
- 5.6)
- 5.7) 5.2 Emotional Intelligence – Leading with Heart and Mind
- 5.8) 5.2.1 What Are Emotions?
- 5.9) 5.2.2 The Components of Emotional Intelligence
- 5.10) 5.2.3 Implications for Leadership
- 5.11) 5.2.4 The Emotional Intelligence of Teams
- 5.12)
- 5.13) 5.3 Leading with Love versus Leading with Fear
- 5.14) 5.3.1 Fear in Organizations
- 5.15) 5.3.2 Aspects of Fear
- 5.16) 5.3.3 Relationship with Leaders
- 5.17) 5.3.4 Bringing Love to Work

6. Motivation and Empowerment

- 6.1) 6.1 Leadership and Motivation
- 6.2) 6.1.1 Intrinsic and Extrinsic Rewards
- 6.3) 6.1.2 Higher vs Lower Needs
- 6.4)
- 6.5) 6.2 Needs-based Theories of Motivation
- 6.6) 6.2.1 Hierarchy of Needs
- 6.7) 6.2.2 Two-factor Theory
- 6.8) 6.2.3 Acquired Needs Theory
- 6.9)
- 6.10) 6.3 Other Motivational Theories
- 6.11) 6.3.1 Reinforcement Perspectives on Motivation
- 6.12) 6.3.2 Expectancy Theory
- 6.13) 6.3.3 Equity Theory
- 6.14)
- 6.15) 6.4 Empowering People to Meet Higher Needs
- 6.16) 6.4.1 Elements of Empowerment
- 6.17) 6.4.2 Empowerment Applications
- 6.18)
- 6.19) 6.5 Organization wide Motivational Programs
- 6.20) 6.5.1 Giving Meaning to Work
- 6.21) 6.5.2 Other Approaches

7. Leading Teams

- 7.1) 7.1 Team Types and Characteristics
- 7.2) 7.1.1 Traditional Types of Teams
- 7.3) 7.1.2 Understanding Team Characteristics
- 7.4)
- 7.5) 7.2 Leading Effective Teams
- 7.6) 7.2.1 Team Cohesiveness and Effectiveness
- 7.7) 7.2.2 Meeting Task and Socio-Emotional Needs
- 7.8) 7.2.3 The Team Leaders Personal Role
- 7.9)
- 7.10) 7.3 The Leader's New Challenge: Virtual and Global Teams
- 7.11) 7.3.1 Virtual Teams
- 7.12) 7.3.2 Global Teams

8. Creating Vision and Strategic Direction

- 8.1) 8.1 Strategic Leadership
- 8.2)
- 8.3) 8.2 Leadership Vision
- 8.4) 8.2.1 What Vision Does?
- 8.5) 8.2.2 Common Themes of Vision
- 8.6) 8.2.3 A Vision Works at Multiple Levels
- 8.7)
- 8.8) 8.3 Mission
- 8.9)
- 8.10) 8.4 Strategy Formulation
- 8.11) 8.4.1 Core Competence
- 8.12) 8.4.2 Synergy
- 8.13) 8.4.3 Value Creation
- 8.14)
- 8.15) 8.5 Strategy in Action
- 8.16)
- 8.17) 8.6 The leader's Contribution
- 8.18) 8.6.1 Simulating Vision and Action
- 8.19) 8.6.2 How Leaders Decide?
- 8.20)
- 8.21) 8.7 The Leader's Impact

9. Shaping Culture and Values

- 9.1) 9.1 Organizational Culture
- 9.2) 9.1.1 What is Culture?
- 9.3) 9.1.2 Importance of Culture
- 9.4)
- 9.5) 9.2 Culture Strength Adaptation
- 9.6)
- 9.7) 9.3 Shaping Culture
- 9.8) 9.3.1 Ceremonies
- 9.9) 9.3.2 Stories
- 9.10) 9.3.3 Symbols
- 9.11) 9.3.4 Specialized Language
- 9.12) 9.3.5 Selection and Socialization
- 9.13) 9.3.6 Daily Actions
- 9.14)
- 9.15) 9.4 The Competing Values Approach to Shaping Culture
- 9.16) 9.4.1 Adaptability Culture
- 9.17) 9.4.2 Achievement Culture
- 9.18) 9.4.3 Clan Culture
- 9.19) 9.4.4 Bureaucratic Culture
- 9.20)
- 9.21) 9.5 Ethical Values in Organization
- 9.22)
- 9.23) 9.6 Values-based Leadership
- 9.24) 9.6.1 Personal Ethics
- 9.25) 9.6.2 Organizational Structure and Systems

10. Leading Change

- 10.1) 10.1 Change and Perish
- 10.2)
- 10.3) 10.2 Leading a Major Change
- 10.4)
- 10.5) 10.3 Dealing with Resistance
- 10.6) 10.3.1 Why Do People Resist Change?
- 10.7) 10.3.2 Overcoming Resistance
- 10.8)
- 10.9) 10.4 Negative Impact of Change
- 10.10) 10.4.1 The Two Phases of Change
- 10.11) 10.4.2 Leadership and Downsizing

10.12)
10.13) 10.5 Leading for Innovation
10.14) 10.5.1 The Innovative Organization
10.15) 10.5.2 Stages in The Personal Creative Process

Assessment Breakdown	%
Continuous Assessment	60.00%
Final Assessment	40.00%

Details of Continuous Assessment	Assessment Type	Assessment Description	% of Total Mark	CLO
	Case Study	case study analysis	20%	CLO2
	Group Project	group project 1 written report role model	30%	CLO3
	Presentation	group presentation role model leader	10%	CLO3

Reading List	Recommended Text	<ul style="list-style-type: none"> Lussier, R.N. & Achua 2007, <i>Theory, application and skills development</i>, Thompson/South-Western Canada
	Reference Book Resources	<ul style="list-style-type: none"> Daft, R. L. 2015, <i>The leadership experience</i>, 7th Ed., Cengage Learning South-Western

Article/Paper List	This Course does not have any article/paper resources
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Other References	This Course does not have any other resources
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