

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



**Customer service (new)**

### **What is Customer Service?:**

- Importance of Customer Service
- Understanding Customer Satisfaction
- Excellent Customer Service
- Five Needs of Every Customer
- Cost of Losing a Customer

### **Challenges of Customer Service:**

- Elements of Success
- Barriers to Excellent Customer Service
- Power of Perceptions
- Understanding Expectations
- Levels of Expectations
- Scope of Influence
- Reputation Management
- Techniques for Exceeding Customer Expectations
- Keys to Credibility
- Importance of Values
- Ethics in Customer Service
- Current Status of Customer Service
- New Trends in Customer Service

### **Problem Solving:**

- Role of Problem Solving in Customer Service
- Creativity & Problem Solving
- Problems as Opportunities
- Confronting Conflict
- Problem Solving Process
- Problem Solving Strategies
- Development of Negotiation Skills
- Professional Approaches to Apologising & Conveying Bad News
- Barriers to Problem Solving & Decision Making
- Importance of Follow Up

### **Strategy & Formulating a Plan for Success:**

- Why a Strategy
- Planning
- Importance of Infrastructure
- Culture
- High Touch & Low Touch Customers
- Segmenting the Market
- Developing a Strategy

### **Empowerment:**

- Importance of Mission & Purpose Statement
- Steps to Empowering Customer Service Providers
- Co-Production of Customer Service
- Why Co-Production Works
- Design of Systems

### **Communications in Customer Service:**

- Building Customer Intelligence
- Methods of Communication
- Listening
- Voice Inflection as a Customer Service Tool
- Telephones & Customer Service
- Words to Use/Avoid
- Power Phrases
- Power of Eye Contact
- Appeal to the Senses
- Communication & Technology

**Coping with Challenging Customers:**

- Who are Challenging Customers
- Why they are Challenging
- Characteristics of Challenging Customers
- Respect
- Empathy
- Accepting Mistakes
- Benefits from Dealing with Challenging Customers

**Motivation:**

- What is Motivation
- Needs & Wants
- Motivating Factors
- Understanding Morale
- Self-Concept & Motivation
- Improving Self-Concept
- Power of Self Motivation
- Teamwork
- Motivating Others

**Leadership in Customer Service:**

- Leadership Defined
- Knowing Yourself
- Formal & Informal Leaders
- Coach or Counsellor
- Characteristics of Excellent Leaders
- Leadership & Goals
- Creating a Customer Service Culture
- Benefit of Job Aids
- Leadership without Position
- The Boss as a Customer

**Customer Retention & Measurement of Satisfaction:**

- What is Customer Retention
- Value of Existing Customers
- Churn
- Developing & Improving the Customer Retention Programme
- Measurement of Satisfaction
- Sources of Information
- Benefits of Measuring your Effectiveness
- Determining your Effectiveness
- Surveys & Reality
- Business Benefits from Measuring Satisfaction

**Delivering Customer Service to the Changing Marketplace:**

- Today's Changing Marketplace
- The Customer of the 21<sup>st</sup> Century
- New Technology
- Call Centres
- The Internet
- Enhancing Service Experiences & Building Customer Loyalty

**Excellence in Customer Service:**

- Excellence as the Goal
- Getting Started
- Rewards of Excellent Customer Service

**Reading List**

**Main Text:**

Customer Service: A Practical Approach – Elaine K Harris (Prentice Hall)

**Alternative Texts and Further Reading:**

Managing Customer Service – Jenny Hayes & Frances Dredge (Gower)

Once a Customer Always a Customer – Chris Duffy (Oak Tree Press)