



The Institute Of Customer Relationship Management.

(Established by the Federal Govt. Decree No. 1 of 1990)

And

Approved By Federal Ministry of Education

Examination Handbook

Regulations And Syllabus

To Qualify As

Certified

Customer Service Professionals

The Institute Of Customer Relationship Management,
NO. 5, Olaide Tomori Street, Off Simbiat Abiola Road, (Formal Medical Road)
Behind Lagos City Polytechnic, Ikeja, Lagos State, Nigeria, West Africa.
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Certificate in Customer Care

1. Principles of Marketing
2. Principles of Selling.
3. Business Communications.
4. Principles of Customer Care
5. Business Law.
6. Business Economics and Statistics

Diploma in Customer Service

7. Consumer Behaviour
8. Managing Customer Information System
9. Business Relationship Environment
10. Sales and Marketing Research
11. Customer Service Management

Higher Diploma in Customer Service

12. Customer Management Techniques
13. Managing Business Operations
14. Relationship Marketing Management
15. Applied Public Relations
16. Call Center and Multi-Media Technology

Post Graduate Diploma in Customer Relationship Management

17. Strategic Customer Management
18. International Marketing Management
19. Customer Service Marketing
20. Business Policy and Management
21. Customer Relationship Management: (Case Study)



THE INSTITUTE OF CUSTOMER RELATIONSHIP MANAGEMENT

(Approved By the Federal Ministry of Education)
and
Established by the Federal Govt. Decree No. 1 of 1990
In Affiliation with:

Customer Service Training Institute, USA & Customer Service Institute Of CANADA.

ANNOUNCES ADMISSION INTO PROFESSIONAL EXAMINATIONS

CERTIFICATE IN CUSTOMER CARE

1. Principles of Marketing
2. Principles of Selling
3. Business Communication
4. Principles of Customer Care
5. Business Law
6. Business Economics and Statistics

Admission Requirements: OLevel, GCE, WAEC, NECO or its equivalents
..... Examination Fee: **N12,000**

HIGHER DIPLOMA CUSTOMER SERVICE

12. Customer Management Techniques
13. Applied Public Relations
14. Managing Business Operations
15. Call Centre and Multi-Media Technology
16. Relationship Marketing Management

Admission Requirements: Advance Diploma in Customer Service, Communication, English, Public Relation, Sales & Marketing, Business Admin/Mgt. or its equivalents eg Full pass in Intermediate Exams of ICSEA, QA, QM, NN, NM, IFR, IDM etc.
..... Examination Fee: **N17,500**

DIPLOMA IN CUSTOMER SERVICES

7. Consumers Behaviour
8. Sales and Marketing Management
9. Managing Customers Information System
10. Customer Service Management
11. Business Relationship Environment

Admission Requirements: OND, National Diploma, Full Pass in Foundation Exams of CIM, NIMIN, NIM, CIA, IFR, BEEC, IDM. Or its equivalents.
..... Examination Fee: **N17,500**

PGD CUSTOMER RELATIONSHIP MGT

17. Strategic Customer Management
18. International Marketing Management
19. Customer Service Marketing
20. Business Policy and Management
21. Customer Relationship Management (Case Study)

Admission Requirements: First Degree, MBA, MSc, PGD in Customer Service, Communication, English, Public Relation, Sales & Marketing, Business Admin/Mgt. or its equivalent eg Membership of ICSEA, QA, QM, NN, NM, IFR, IDM etc.
..... Examination Fee: **N20,000**

REGISTRATION

Registration forms are obtainable online or at the Institute's Secretariat of N5000.00. And Exemption form N1,000.00. Examinations **Period will be in May. & November yearly**. All completed forms must be returned not later than **one month before the examination dates.**

METHOD OF APPLICATION AND PAYMENT

Download Student Application via www.customermgt.org and pay into any Access Bank Plc, A/c No: 0880010001587 in favour of the institute.

For Further Enquiries and Submission of forms, Contact:

The Registrar:

No. 5 Clade Tomori St. Off Simbiat Abida Road, Ikeja Lagos. **Facebook page:** ICRM Nigeria. **E-mail:** icrm_info@yahoo.com, icrm_info@yahoo.com, icrm_info@yahoo.com, Website: www.customermgt.org. **Tel:** 08028804023, 07042387666, 07025725490

Introduction

The Institute of Customer Relationship Management is located in Nigeria with the Head office in Lagos State, Nigeria West Africa and she has many years of experience in the area of Customer Care/Services, Customer Relationship Management, Front Desk Officer, Call Center Management, etc. as a professional body.

The Institute Customer Relationship Management is a non-profit International Examining Body that exists to provide high quality, cost effective, internationally recognized and it's established by the Federal Government Decree No. 1 of 1990 as a professional examining body in Nigeria and also approved by the Federal Ministry of Education of Nigeria. We aim to solidify and enhance the career prospects of graduates in the job market. Each graduate has the option to obtain or complete their B.Sc, PgD, MBA and M.Sc degrees at some of our affiliated universities, Institutions of Higher Learning and for Further Education.

The Institute of Customer Relationship Management (ICRM) is the National body for customer service providers seeking to develop and promote international service standards and professional excellence in customer Relationship Management. The institute is responsible for promoting best practices in customer service standards, professional certification and the National and International Service Excellence Awards.

Customer Service Managers come from a variety of backgrounds but unlike other professions, such as Accounting, there has been no formal industry body recognition. Anyone may call themselves a customer service manager but few have any qualification other than experience to prepare them for the role. Despite job titles such as customer service director, customer relationship manager, call center manager, manager - customer experience, national manager, customer satisfaction and consumer relations manager, few people holding these positions have any customer service qualifications. They come from diverse backgrounds - some have undergraduate degrees from a wide variety of disciplines, others have completed more generalized post graduate study such as Masters degrees. A significant component of Nigeria's customer service managers and professionals have no formal qualifications instead gaining considerable experience at a variety of levels in the organization before working their way up 'through the ranks'.

Professionals in other roles study their chosen discipline and then are recognized by their professional association. For example, despite studying a recognized accounting degree, an accountant is not 'Certified' or 'Chartered' until they have passed all the professional examinations of the Association of Certified Chartered Accountants (ACCA) worked through their professional body's course requirements and are recognized as qualified in the field. The ICRM believes it is time Nigerian organizations treat customer service as importantly as finance.

The Institute of Customer Relationship Management will worked with interested organizations to develop a training, assessment and certification program leading to Certified Customer Service Manager Course and Nigeria's only formal and internationally recognized "Certified Customer Relationship Manager" designation.

It is time for all those in industry and the government sector with customer service management and leadership responsibilities to gain formal professional qualifications and for CEOs and human resource departments to insist on only employing customer service leaders recognized by Nigeria's peak professional body for Customer Service – the Institute of Customer Relationship Management.

ICRM supports the professional capability of customer care practitioners through the gaining of qualifications and the continuing professional development program.

Approval

- The Institute of Customer Relationship Management (ICRM) was established by the Federal Government Decree No. 1 of 1990.
- ICRM is also approved by the Federal Ministry of Education as a Professional and Examining body to regulate the Training and Dedicated to the Practice of practice in customer service, customer care, call center manager, relationship management within the membership framework throughout Nigeria.

AIMS AND OBJECTIVES OF THE INSTITUTE

1. To develop and teach the art and science of best practices in Customer Relationship Management an profession, industry, academic, discipline and distinct field of study and knowledge.
2. To provide facilities for interested persons and members of the institute to meet and discuss pertinent issues on customer care relationship management in Nigeria.
3. To initiate and teach the art of understanding of the multimedia environment customer relationship management, so as to create techniques for data based customer acquisition, relation and reclamation.
4. To develop and teach skills in problem solving and management procedures in business practice and technology in customer relationship Management.

5. To introduce method of acquiring highly skilled practitioners in the polices, procedure and principle of customer relationship Management.
6. To develop leadership skills in becoming counsel in areas of customer relationship loyalty, customer acquisition, retention and reclamation.
7. To carry on the business of global resource organization that assists organization with improving the delivery of customer care, focus on issues found in the customer service, consumer Affairs, Tele-services and Help desk professions.
8. To conduct and monitor research on customers care issues, identifies emerging trends, organizes forums and workshop, publishes the customer care Network News/Relationship and offers satisfaction measurement programs and consulting service that can enhance customer loyalty.
9. To design methodologies for employees with the information they need, to know their customer wants and needs, and build relationships between the company and its customers with tools that help business manage customer relationships in an organized way.
10. To built a comprehensive customer relationship management consulting practices that utilizes a global network of academic and practitioners expertise across a broad spectrum of customer relationship management and for clients to appreciate cutting- edge solution grounded in rigorous yet relevant thinking from high level corporate strategy to mid level management, to front line customer interface operations.

Customer service is increasingly becoming a vital business issue as organizations realize the benefits of an integrated, strategic customer service management system for providing effective customer support. Professionals working within customer-focused businesses, or those managing their organization's customer service function, need to keep informed about the latest techniques and experiences. From small customer service departments to large call centers, the importance of developing a valued relationship with customers via a Customer Service Management System is an essential foundation of long-term business growth.

Vision & Mission

To raise the status of the profession of Customer Service Management to a level where membership of the institute and appropriate qualifications are recognized by the business community in Nigeria as essential prerequisites for positions in Customer Service and Relationship Management.

To be recognized by the media, government and corporate bodies in Nigeria as the primary source of information and views on Customer Service and Relationship Management.

Our Training Programmes:

The institute is expected to offer the *Largest Bank of Knowledge* on information in Customer Service and Relationship Management training programmes in Nigeria and in Africa. The training programmes are sub-divided into four categories, namely:

- i. **In-plant Training Programmes:** which are conducted at request of clients, with their inputs specifically tailored to the requirements of the clients.
- ii. **General Training Programmes:** conducted for members of the institutes, by the institute faculty. This is occasionally assisted by external resource persons, i.e. *Continuous Development Education*, known as CDE. *(All members must attend at least one Programme per year)*.
- iii. **Professional Diploma Certificate Training Programme:** designed to meet the identified needs of a large number of Customer Care/Service Managers and Supervisors in business, industry, administrative organizations, especially those who have had the benefit of formal Customer Service Management education, and whose nature of jobs do not enable them to attend regular educational courses at higher institutions of learning.
- iv. **Part Time, Executive Development Programme:** at master degree and postgraduate diploma levels namely: MBA, M.Sc, PGD in Customer Service and Relationship Management to meet the academic and professional needs and development of large number of Customer Service and Relationship Managers at

the top and middle level, especially in business, industry, administrative organizations. This will enable them become effective and proficient as well as making the members of the institute after the programme.

Summary

This program is designed to recognise and ensure the ongoing maintenance of professional competence in customer relationship management.

ICRM seminars provide professional development opportunities that not only enhance a participant's knowledge and skills but also provide an opportunity to accumulate ICRM membership points and Certified Customer Service Professional points.

Your full potential can be unlocked and you can gain rewards for your efforts and achievements.

The purpose of this course handbook is to provide you with information about your programme of study and to direct you to other general information about studying with the Institute.

This handbook must be read in conjunction with other guidelines available on the Institute website which may change from time to time.

The material in this handbook is as accurate as possible at the date of production and should you have any comments on improvements to this handbook please put them in writing along with the name of the course handbook to icrminfo@yahoo.com.

The Institute of Customer Relationship Management

The Institute of Customer Relationship Management has been providing support and guidance for life long learning in over 5 years. Delivery of ICRM courses takes place through over all the State teaching centres in Nigeria and provides an extensive global network that penetrates down to the grass roots of even the poorest countries of the world.

ICRM is committed to providing high quality global education, training and consulting services which raise performance standards for business, encourage lifetime learning and provide professional status for individuals.

Working in close partnership with commerce, government, education providers, international development agencies and its own professional membership, ICRM has built an enviable reputation for excellence based on global standards and integrity.

ICRM is known for the design and development of progressive, practical and multi-functional programmes of study for use by universities, business schools, colleges and other education and training providers and is acknowledged as a specialist in this field of study.

Growth has been entirely organic in the truest sense and has been achieved through consistency and tenacity in even the most challenging markets.

Articulation Agreements with Universities

The Institute is recognised as an international examining body for professional business and management studies, ICRM is renowned for examining and certifying candidates to an internationally consistent standard.

ICRM has a formal partnership arrangement with Customer Service Training Institute, USA, Customer Service Institute of Canada, Chartered Institute of Supply Chain Management, Ghana , Floret Global University, Panama and Certified Institute of Warehousing and Materials Management etc. With this partnership arrangement, all members of ICRM could obtain degrees.

The Universities offers B.Sc and MBA/M.Sc in Customer Care, Service, Marketing and Relationship Management. These articulation arrangements provide direct access to the final years of a wide range of BBA/BSc degrees for ICRM Diploma and Higher Diploma holders.

Subject to status and grades obtained, students holding ICRM professional level Certificate, Diploma, Higher Diploma and Post Graduate Diploma awards are accepted onto undergraduate and post-graduate degree programmes offered by institutions in Europe, Central America, South East Asia and Sub Saharan Africa

Our strategic partners have agreed that students can enter their degree programmes with advanced standing if they have the right grade profile and are able to meet the other admissions criteria such as language competence.

Entry to the second year

Application for entry to the second year will be considered for students who have passed the two year Institute of Customer Relationship Management (ICRM) Diploma and have met the following requirements:

- obtained at least 24 Points from 11 subjects leading to the Diploma
- obtained at least Grade C in all subjects in the Diploma

Entry to the Final year

- obtained at least 32 Points from 12 subjects leading to the Higher Diploma
- obtained at least Grade C in all subjects in the Higher Diploma

The following rules apply:

- an 'A' (distinction) is awarded 6 points
- a 'B' (Credit) awarded 4 points
- a 'C' (Pass) is awarded 2 points
- a 'D' (Marginal Pass) is awarded 0 points

Your first step is to complete the enclosed ICRM University Application form and return it to us. Do not send it to our partner institutions as they will simply send it to us for verification.

Students wishing to study with one of the strategic partners should contact the ICRM directly at icrminfo@yahoo.com

The Institute's awards are also recognized by leading professional examining bodies for either subject exemption or registration purposes.

Learning, Teaching and Assessment Strategy

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis.

Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class.

Students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment

Almost without exception, the assessment of Institute subjects is based on final exams. Many qualifications are gained by studying modules and passing a series of essays and exercises with only a small emphasis on the final exam.

The Institute believes that students should be assessed on the body of knowledge covered during the courses and be assessed as individuals as opposed to teams.

Student Work Load

In accordance with internationally accepted codes of practice in the UK, each 20 credit module represents a total of approximately 200 hours work.

Typically, an ICRM Diploma comprises 260 Credits being 13 subjects of 20 credits each. Students must complete minimum of 5 subjects at each level leading to the awards of Certificate, Diploma or Higher Diploma and Post Graduate Diploma.

A 20-credit course is assumed by the Institute and accordingly assessed by the Examiners, to require 200 hours of your work. 20 credit modules involve an international 200 hours of study which is subdivided into appropriate categories, such as lectures, seminars, preparation time, directed study, time spent on assessment items and exam preparation. Approximately one quarter of this time should be devoted to contact time. A further one quarter of this time should relate to directed learning. The balance of effort is made up of individual student learning and revision.

Note that for a module delivered in standard mode, the Institute examinations calendar accommodates a teaching year of approximately 2 x 26 teaching weeks, including 4 weeks of revision/end of year assessment. This enables teaching to take place around the 2 major exam sittings of the year being **May** and **November** and for re-sits to take place around the other exam sittings.

Furthermore, each module is assigned to a particular 'Level', each Level corresponding to the subjects contained within the programmes leading to the awards of Certificate, Diploma or Higher Diploma and Post graduate Diploma.

As a rule and unless there is a specific exception stated, you must take course modules as follows:

Certificate at Level 1 (or higher)

Diploma at Level 2 or 1/2 (or higher)

Higher Diploma at Level 3 or 2/3

Post Graduate Diploma at Level 4 or 3/4

ICRM Qualifications and Progression

Understanding your qualifications is important and the following guidelines outline how the Institute qualifications fit with the UK National Qualifications Framework and our own ICRM membership programme.

ICRM approves a number of qualifications for entry to Associate Membership and Full Membership of the Institute of Customer Relationship Management. The appointment to Fellow is an exceptional appointment and demands exceptional experience as well as qualifications.

It is important to realize that this rules provides a general guideline only and that each application will be accessed on it own individual merits.

In addition to academic qualifications existing and prospective members should check that they meet any relevant experience requirements.

ICRM Certificates

Entry to ICRM Certificates requires completion of secondary education or equivalent as specified on each course syllabus. ICRM Certificates typically comprise 5 Secondary School credit level units and represent a level of qualification that recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICRM Certificate holders should be able to display competence in the application of knowledge in the performance of a range of varied work activities, some of which may be routine and predictable with some being complex or non-routine.

Learning at this level involves obtaining knowledge and skills appropriate for people working semi-independently, or receiving basic supervision and training from others in their field of work.

Students should begin to develop a degree of individual responsibility or autonomy in their study as well as the ability to collaborate with others, perhaps through membership of a work groups or teams.

ICRM Diplomas

Entry to the ICRM Diploma requires completion of an ICRM Certificate or equivalent programme of study.

ICRM Diplomas typically comprise post Certificate level units and represent a level of qualification that recognizes the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICRM Diploma holders should be able to display competence in the application of knowledge in a broad range of varied work activities performed in a wide variety of contexts, most of which are complex and non-routine.

Learning at this level involves obtaining detailed knowledge and skills and is appropriate for people working independently, or providing basic supervision and training of others in their field of work and people wishing to go to university.

ICRM Higher Diplomas

Entry to an ICRM Higher Diploma requires completion of an ICRM Diploma or equivalent qualifications.

ICRM Higher Diplomas typically comprise post Diploma level units and represent a level of qualification that involves specialist learning and detailed analysis of a high level of information and knowledge in a specified area of work or studies.

Students perusing an ICRM Higher Diploma should demonstrate the ability to increase their depth of knowledge and understanding of an area of work or study to enable them to formulate solutions and responses to complex problems and situations.

Qualifications such as this are appropriate for people working as higher grade supervisors, professionals or managers who need to demonstrate high levels of knowledge, a high level of work expertise in job roles and competence in managing and training others. Learning at this level is appropriate for people working in technical and professional jobs, and/or managing and developing others.

The ICRM Higher Diploma equivalent to Higher Education qualifications such as HND's Diplomas of Higher Education and Foundation Degrees that do not typically provide access to postgraduate programmes.

Progression is available from the Certificate in to the Membership of Customer Service Institute of Canada and B.Sc and Masters Degrees from our partner Universities.

Post Graduate Diploma

Students at this level study highly developed and complex levels of knowledge which enables the development of in-depth and original responses to complicated and unpredictable problems and situations.

Learning at this level involves the demonstration of high level specialist professional knowledge and is appropriate for senior professionals and managers. Indicative competencies involve the application of a range of fundamental principles across a wide and often unpredictable variety of contexts as well as the ability to perform technical or professional work activities in a variety of contexts with a substantial degree of personal responsibility and autonomy.

A qualification at this level is appropriate for people working as knowledge-based professionals or in professional management positions.

This qualification is equivalent to a MBA/M.Sc degree with graduate certificates and graduate diplomas.

Progression is available from the Certificate into the Membership of Customer Service Institute of Canada and B.Sc and Masters Degree from our partners Universities.

Relative Positioning of ICRM Qualifications

Academic Calendar

Examinations

The three-hour written external examinations are held twice a year (usually the first week in May and November). The Institute manages the entire examination process, from its external centres around the world, to invigilation and marking.

Before the Examination

There is no limit to the number of subjects candidates may enter for, but it is recommended that you sit not more than five subjects at one session. Do not enter for subjects whose dates clash, as the Examination Timetable cannot be rescheduled.

A notification slip will be sent to all candidates approximately two weeks before the examinations. You must take this notification slip and identification to every examination you sit.

Conduct During Examinations

The ICRM Examination Regulations (Conduct during the Examinations) have been updated and amended and candidates for ICRM examinations **MUST** read – **and will be assumed to have read** the ICRM Examination Regulations (Conduct during the Examinations) as they apply to **ALL** candidates sitting **ALL** ICRM examinations.

Candidates are **NOT** allowed to use mobile phones or similar devices for any communication during the examination. Mobile phones or similar devices must **NOT** be used as calculators. Such use will result in the cancellation of **ALL** scripts from that examination session. (ICRM regards an examination session as the whole week of the examination).

Candidates are **NOT** allowed to take to an examination desk; books, date tables, notes, paper, blotting paper, dictionaries (including bi-lingual or electronic) or any other written material (even if it does not relate to the examination being sat), **EXCEPT** where a candidate is taking a Case Study examination where text books and notes are allowed and this is stated on the question paper. The possession of such material during the examination will result in:

- (i) the immediate expulsion of the candidate from the examination
- (ii) the cancellation of all scripts from that examination session;
- (iii) the incident being reported to

VERY IMPORTANT

Your Membership ID Card will be accepted for identification purposes at the examination venues.

Fees

Registration fees (*for new members*)

Application Form N5, 000, Annual Subscription N2, 000 and ID card N500, totally N7, 500.

This fee is only paid once when you first register with ICRM, and includes the first year's annual subscription.

Items	Amount
Certificate	N7,500

Diploma	N7,500
Higher Diploma	N7,500
Postgraduate Diploma	N7,500

Annual subscriptions

To keep your membership in force during your time with us, you must renew your membership every year by paying an annual subscription fee.

Items	Amount
Certificate/Diploma /Higher/PG Diploma Student	N2,000 per year
Associate (AICRM)	N2,500 per year
Member (MICRM)	N3,000 per year
Fellow (FICRM)	N5,000 per year

Examination fees

Items	Amount	Total Amount
Certificate Exam	N2,000 per subject	(N2,000 X 6) = N12,000
Diploma Exam	N3,000 per subject	(N2,000 X 6) = N15,000
Higher Diploma Exam	N3,500 per subject	(N2,000 X 6) = N17,500
Postgraduate Diploma - Exam	N4,000 per subject	(N2,000 X 6) = N20,000

Additional fees

Items	Amount
Late Examination Fee	N1,000 per subject
Exam transfer fee (including medical Report)	N5,000 per session
Exemption fee	As per subject fee
Replacement Award Certificate fee	N5,000 per award

ICRM reserves the right to make alterations to fees at its discretion.

Method of Payment:

- Payment could be made into the Institute Bank Account as follows:**
Bank: ACCESS BANK PLC
A/c Name: The Institute of Customer Relationship Management
A/c No.: 0880010001587
- Payment could also be made in certified bank draft in favour of the institute.**

Examinations are externally set and marked by the Institute. Examinations are held in **May**, and **November** each year. Candidates must be registered and paid-up Student Membership of the Institute at the time they undertake the examinations. Exam papers are securely distributed to centres and scripts are graded by ICRM appointed markers. Results and certificates are issued approximately four weeks from receipt of candidates' answer scripts. Full details of exam dates are sent to ICRM Approved Centres.

Examination Closing Dates

Candidates entering for examinations must ensure that their completed examination entry forms and fees reach the Institute at least four weeks before the date of the examinations. Examination timetables indicate the closing date for receipt of entries for each sitting.

Examination Results

These are distributed within Four weeks after each examination diet. Please do not call for results as we can not disclose confidential information over the phone.

After the Examination

On successful completion of the Certificate, Diploma, Higher Diploma and Post Graduate Diploma the appropriate award certificate will be despatched to the successful candidate as soon as possible.

Replacement Certificates

Award certificates are sent separately to successful candidates shortly after the examination results. Candidates should allow **one month** from release of results to receive their award.

Certificates not received!

Did you know that ICRM can issue replacement certificates if the originals have been lost and/or damaged in transit, or have been lost or stolen?

Subject Exemptions

Students holding relevant recognised qualifications from other professional bodies may apply for exemptions on a subject-for-subject basis.

Study Methods

Your Teaching Centre will be provided with a detailed syllabus and reading list for each subject area. Each subject syllabus clearly defines the areas that you will be required to cover for each subject and your examination questions will be based on the areas and topics detailed for each subject. It is important to ensure that you obtain a copy of each subject syllabus from your Teaching Centre.

Each subject syllabus is normally linked to one main textbook and the examiners base their questions on the contents of the nominated text.

The subject syllabuses also give details of 'Alternative Texts' and texts recommended for further reading. Where possible you should read one or more of the 'Alternative Texts' in order to broaden your knowledge of the subject area.

Copies of past examination papers and other forms of assessment

The 24-7 website provides you with a database of recent exam papers at: www.customermgt.org

Subject advice, educational guidance and student support

You are expected to be independent and to take responsibility for your own academic and personal life. However, your study centre should also provide help and assistance. Your tutors will direct your studies and ensure that you know what work you need to cover in any given module. Seek advice from academic staff either during or after class or see them during their office hours.

Module Information

There are excellent career opportunities, in both the public and private sectors, for those with good creative, analytical and inter-personal skills who can demonstrate their ability to develop, communicate and implement ideas and concepts. This programme has been designed for those with an interest in communications who seek a recognised qualification to enhance future employment prospects and career progression.

Programme Objectives:

To provide participants with a body of knowledge this will enable them to:

- understand and apply communications theory in the working environment
- understand the importance of Customer Care, Service and Relationship Management or Communications to the development of a business
- to make a positive contribution to the work of a Customer Care, Service and Relationship Management department
- to increase and enhance employment opportunities within the communications industry.

Recommended Course Duration

To help calculate the duration of the programme, please refer to the section entitled 'Student Work Load' It is expected that a student will need at least 6 months of full-time study at an ICRM Approved Centre (6 months for each level) to complete this programme.

Examination Grades

Grade A - Distinction 70% and above

Grade B - Credit 60% to 69%

Grade C - Pass 50% to 59%

Grade D - Marginal Pass 40% to 49%

Grade F - Fail 39% and under

Certifications

On successful completion of all the examinations in Part 1 students are awarded the ICRM Certificate in Customer Care, Service and Relationship Management, on successful completion of all the examinations in Parts 2, 3 & 4 students are awarded the ICRM Diploma and Higher Diploma and PGD in Customer Care and Service and Relationship Management respectively.

Continuing Education

Subject to status and grades obtained, holders of the Higher Diploma in Customer Care, Service and Relationship Management who wish to undertake degree level studies in Customer Care, Service Relationship Management or Marketing may offer the qualification for degree entry purposes.

Entry Requirements

The Institute operates an 'Open Entry' policy in respect of qualifications but prospective students should note that the following entrance qualifications are recommended for those wishing to undertake this programmes:

Entry Requirements for Part 1 - The minimum age for registration is 18 and applicants should possess one of the following:

1 Two GCE 'A' level passes at grade C or above (or equivalents)

2 Five NECO/GCE/SSCE passes at 5 Credit or above (or equivalents). Credit pass must be in English or Literature in English Language.

3 Mature applicants, over the age of 25, who do not possess one of the above, may be admitted at the discretion of the Institute or Director of Studies of their local ICRM Teaching Centres.

IMPORTANT NOTE:

Employers expect those wishing to enter the fields of Customer Care, Service and Relationship Management to be able to demonstrate an above average ability to communicate in written, oral and other forms.

Entry Requirements for Part 2 - Registration for Part 2 is restricted to those who hold either the ICRM Diploma in English, Communication, Sales and Marketing, Advertising and Public Relations or another recognised Communications qualification.

Membership Categories

The Institute of Customer Relationship Management (ICRM) is comprised of a number of membership types:

- Student Member
- Associate Member
- Full Member
- Fellow Member
- Corporate Member

All new membership applications are approved by the National Council on a monthly basis. All approved members receive an annual membership certificate on receipt of relevant subscription.

Associate Member

An Associate Member is an individual who is working in the field of customer care, customer relation; customer services, front deck officer etc at entry level or with less than 3 years experience. As an Associate Member you are entitled to receive all communication circulated by ICRM and can have access to the member's area of our website. Associate Members are invited to attend at meetings organised by ICRM but they cannot serve on any Committee or vote at any meetings. The annual fee for this membership category is currently N2, 500.

Full Member

A Full Member is an individual who is working in the field of customer care, customer relation; customer services front deck officer with more than 5 years experience. As a Full Member you are entitled to receive all communication circulated by ICRM and can have access to the member's area of our website. Full Members are invited to attend at meetings organised by ICRM and serve on any Committee. Full Members has voting rights at any AGM or other formal meetings organised by ICRM. Full Members are encouraged to use the initials MICRM after their name in any correspondence. The annual fee for this membership category is currently N3, 000.

Fellow Member

A Fellow Member is an individual who is working in the field of customer care, customer relation; customer services front deck officer with more than 10 years experience. As a Fellow Member you are entitled to receive all communication circulated by ICRM and can have access to the member's area of our website. Fellow Members are invited to attend at meetings organised by ICRM and serve on any Committee. Fellow Members has voting rights at any AGM or other formal meetings organised by ICRM. Full Members are encouraged to use the initials FICRM after their name in any correspondence. The annual fee for this membership category is currently N 5,000.

Corporate Member

ICRM welcomes all Businesses associated with the Customer Care, Customer Relationship; Customer Services Management Profession to become a Corporate Member. ICRM are committed to promoting such businesses to our Members through our website and networking events which are organised periodically throughout the year. Corporate Members are given the

Opportunity to sponsor events organised and managed by ICRM – such events include:

- Consumer Services Conference
- Student Awards Ceremony
- Trade Services ExpoAnnual
- Dinner Dance and Awards Night
- Quarterly publication of our Customer Services Focus Magazine

Corporate Members are encouraged to submit articles or newsworthy items for publication on our website. This aspect is managed in two ways

- On the Public site there is a brief mention of the article and author
- In the Members Area the full article is published together with details of the author

A Corporate Member is entitled to nominate one main contact for their business that can represent their business at all ICRM events and functions. This individual may also serve on any sub committee of ICRM but will not have any voting rights at any AGM or other formal meeting organised by ICRM. The annual fee for this membership category is currently N20, 000. Plus an additional one off initial registration fee of N100, 000.

Membership Benefits - Individual Memberships:

Associate member

- Certificate of membership
- Subscription to Customer Service Excellence e-Magazine
- Recognition of member's professional standing through use of the ICRM's designatory post-nominal letters: AICRM
- Discounts on training, events and functions

Full Member

- Certificate of membership
- Subscription to Customer Service Excellence e-Magazine
- Recognition of member's professional standing through use of the ICRM's designatory post-nominal letters: MICRM
- Discounts on training, events and functions
- Option to be reviewed to join one of ICRM's Special Councils

Fellow

- Certificate of membership
- Subscription to Customer Service Excellence e-Magazine
- Recognition of member's professional standing through use of the ICRM's designatory post-nominal letters: FICRM
- Discounts on training, events and functions
- Option to join one of ICRM's Special Council complimentary
- Individual Memberships: click here to download your Membership Form

Corporate Member:

(please contact the Institute for additional information and application for corporate membership). There are three different categories of Corporate Membership with additional varying benefits:

Small Business (under 50 employees) - \$500 per annum

- 2 individual memberships as outlined above
- 25% discount on each additional individual membership
- Certificate proclaiming your organization's membership1 day site visit, audit & certification to the Institute Customer Relationship Management Standard (ICRM)

Medium Business (between 51 and 100 employees) - \$700 per annum

- 3 individual memberships as outlined above
- 30% discount on each additional individual membership Certificate proclaiming your organization's membership
- 1 day site visit, audit & certification to the Institute Customer Relationship Management Standard (ICRM)

Large Business (over 100 employees) - \$1,000 per annum

- 5 individual memberships as outlined above
- 40% discount on each additional individual membership Certificate proclaiming your organization's membership
- 1 day site visit, audit & certification to the Institute Customer Relationship Management Standard (ICRM)
- Corporate Memberships:

Other Benefits

Other Benefit ICRM offers a wide range of services to members including:

Networking: Join with fellow professionals at ICRM events and functions.

Lobbying: ICRM lobbies on behalf of the profession to government, regulatory bodies and other relevant organisations.

Recruitment: Members can access a member's only recruitment service through the ICRM web page.

Professional Development: You can maintain and update your knowledge and skills through the extensive range of professional development opportunities offered by ICRM. Participation in professional development programs will contribute to you gaining your up grading qualification.

National Seminars: Your National Office offers a series of seminars addressing current topics which are delivered throughout Nigeria.

Division Seminars & Workshops: Your local division offers professional development events to assist with all levels of customer service training.

National Conferences: The opportunity to keep up to date and network with customer service colleagues from Nigeria.

Conferences are to be held annually: Certified Customer Service Professional

Young Customer Service Professional Award: Open to customer service personnel under the age of 30 as at 30 November. Great prizes and recognition.

Young Customer Service Professionals: For tomorrow's customer leaders, ICRM offers events and functions designed to address the needs of young customer service professionals.

Registered Training Organisation (RTO): As a national registered training organisation ICRM is able to offer nationally recognised qualifications through a variety of pathways. Currently ICRM offers Certificate in Customer Care, Diploma in Customer Relationship, Higher Diploma in Customer Services and Post Graduate Diploma in Customer Services.

These programs are available in workshop style face to face delivery as well as online.

Recognition of Prior Learning
Streamline your RPL training by receiving recognition for your current skills.

Corporate Training: We offer training to suite all levels within the customer service profession.

For further information on our Certified Customer Service Professional program and other professional development events, please contact the Institute.

Students Registration

IMPORTANT NOTICE FOR COLLEGES AND PROSPECTIVE STUDENTS

Students should register with ICRM and be **accepted** for a particular level of **examination BEFORE** enrolling on an ICRM course **at college**. Students who do not qualify for a particular level of examination will be refused admission to that level even if they have already started on a **college course**.

Registration with ICRM could not be simpler. You only register once with us - so long as you keep your membership up-to-date, you remain a current member.

Existing students who have been issued with an ICRM membership number **must not** register again, but may be required to re-register, if he/she falls to pay his/her annual subscriptions for period of three years..

We also welcome students who prefer to follow our programmes by self-study. Students, who choose to study for the Postgraduate Diploma independently of an ICRM accredited college, must read the detailed guidance in the Postgraduate Diploma section within 'Qualifications' on this website.

Method of Payment:

1. **Payment could be made into the Institute Bank Account as follows:**
Bank: ACCESS BANK PLC
A/c Name: The Institute of Customer Relationship Management
A/c No.: 0880010001587
2. **Payment could also be made in certified bank draft in favour of the institute.**

Course Structure

Certificate in Customer Care

1. Principles of Marketing
2. Principles of Selling
3. Business Communications
4. Principles of Customer Care
5. Business Law
6. Business Economics and Statistics

1. Principles of Marketing

Main Aim(s) of the Unit:

To provide students with a foundation for the analysis of marketing within organizations including decision making processes, segmentation, the role of information and the marketing information system, the marketing mix, internal and external influences affecting strategy, competitor analysis and positioning.

Main Topics of Study:

Concept & Process of Marketing

The Marketing Concept:

- Evolution of Marketing
- Business Orientations
- Societal Issues & Emergent Philosophies
- Customer & Competitor Orientation

- Efficiency & Effectiveness
- Limitations of the Marketing Concept

Marketing process overview:

- Marketing Audit
- Integrated marketing
- Environmental Analysis
- SWOT Analysis
- Marketing Objectives
- Constraints
- Options
- Marketing planning

Costs and benefits:

- Benefits of Building Customer Satisfaction
- Service and Customer Care
- Relationship Marketing
- Customer Retention
- Customer Profitability
- Total Quality Marketing
-

Segmentation, Targeting & Positioning

Macro-environment:

- Environment Scanning
- Political, Legal, Economic
- Socio-cultural, Ecological & Technological Factors

Micro-environment:

- Stakeholders (Organisation's Own Employees, Suppliers, Customers, Intermediaries, Owner's Financiers, Local Residents, Pressure Groups & Competitors)
- Direct & Indirect Competitors
- Porter's Competitive Forces

Buyer Behaviour: Dimensions of Buyer Behaviour

- Environmental Influences
- Personal Variables - Demographic, Sociological, Psychological-motivation, Perception & Learning
- Social Factors
- Psychological Stimuli
- Attitudes
- Other Lifestyle & Life Cycle Variables
- Consumer & Organisational Buying

Segmentation:

- Process of Market Selection
- Macro & Micro Segmentation
- Bases for Segmenting Markets: Geographical, Demographic, Psychographic & Behavioural
- Multivariable Segmentation & Typologies
- Benefits of Segmentation
- Evaluation of Segments & Targeting Strategies
- Positioning
- Segmenting Industrial Markets
- Size
- Value
- Standards

- Industrial Classification

Marketing mix

Products:

- Products & Brands - Features, Advantages & Benefits
- The Total Product Concept
- Product Mix
- Product Life-cycle & Its Effect on Other Elements of the Marketing Mix
- Product Strategy
- New Product Development
- Adoption Process

Place:

- Customer Convenience & Availability
- Definition of Channels
- Types & Functions of Intermediaries
- Channel Selection
- Integration & Distribution Systems
- Franchising
- Physical Distribution Management & Logistics
- Ethical Issues

Price:

- Perceived Value
- Pricing Context & Process
- Pricing Strategies
- Demand Elasticity
- Competition
- Costs
- Psychological
- Discriminatory
- Ethical Issues

Promotion:

- Awareness & Image
- Effective Communication
- Integrated Communication Process
- Promotional Mix Elements
- Push & Pull Strategies
- Advertising Above & Below the Line
- Packaging
- Public Relations & Sponsorship
- Sales Promotion
- Direct Marketing & Personal Selling
- Branding
- On-line Marketing

Different Marketing Segments & Contexts

Consumer Markets:

- Fast-moving Consumer Goods
- Consumer Durables
- Co-ordinated Marketing Mix to Achieve Objectives

Organisational Markets:

- Differences From Consumer Markets
- Adding Value Through Service
- Industrial
- Non-profit Making
- Government
- Re-seller

Services:

- Nature & Characteristics of Service Products - Intangibility, Ownership, Inseparability, Perishability, Variability
- Heterogeneity - the 7Ps
- Strategies
- Service Quality
- Elements of Physical Product Marketing
- Tangible & Intangible Benefits

International Markets:

- Globalisation
- Standardisation Versus Adaptation
- The EU / Benefits & Risks
- Market Attractiveness
- International Marketing Mix Strategies

Learning Outcomes for the Unit

At the end of this Unit, students will be able to:

1. Understand the marketing environment and the scope of tasks undertaken in marketing in the context of different organizational situations in which marketing is applied.
2. Understand the decision making processes within consumer and organizational buying situations explain the ways in which market segments are defined and recognise the importance of information in decisions concerning customers and markets.
3. Assess the role of the marketing mix within the context of marketing decision making.
4. Examine various marketing strategies used within different organizations and competitive situations

2. Principles of Selling**Main topics of study:****Development & Role of Selling in Marketing:**

- Background
- Nature & Role of Selling
- Image of Selling
- The Nature & Role of Sales Management
- The Marketing Concept
- Implementing the Marketing Concept
- The Relations Between Sales & Marketing

Consumer & Organisational Buyer Behaviour:

- Differences Between Consumer & Organisational Buying
- Consumer Buyer Behaviour
- Factors Affecting the Consumer Decision-Making Process
- Organisational Buyer Behaviour
- Factors Affecting Organisational Buyer Behaviour
- Developments in Purchasing Practice
- Relationship Management

Sales Strategies:

- Sale & Marketing Planning
- The Planning Process
- Establishing Marketing Plans
- The Place of Selling in the Marketing Plan

Personal Selling Skills:

- The Opening
- Need & Problem Identification
- The Presentation & Demonstration
- Dealing with Objection
- Negotiation
- Closing the Sale
- Follow-Up

Sales Setting:

- Sales Channels
- Segmentation
- Sales Promotions
- Industrial/Commercial/Public Authorities
- Selling for Resale
- Exhibitions
- Telephone Selling
- Selling Services
- Publication Relations

International Selling:

- Economic Aspects
- International Selling & the Individual Company
- Cultural Factors in International Selling
- Organisation for International Selling

Law & Ethical Issues:

- The Contract
- Terms & Conditions
- Terms of Trade
- Business Practices & Legal Control

Reading List Main Text:

Selling & Sales Management - Geoffrey Lancaster & David Jobber (Pitman)

3. Business Communications

Main Aim(s) of the Unit:

To prepare students to address business communication situations encountered in their careers through the writing of memoranda, letters, reports, resumes, electronic messages; manuals with terms, mechanisms and instructions; process analysis; proposals; web portfolios; delivering oral presentations, in order to develop interpersonal skills and to foster critical thinking and problem-solving skills through the writing of effective communication for assigned business scenarios / situations.

Main Topics of Study:

The process of communication

- The objectives of communication
- The meaning of words
- Non-verbal communication
- The context or situation
- Barriers to communication
- Why? Who? Where? When?

- What? How?
- Planning the message
- Summary – how to communicate

Speaking effectively

- Basic speaking skills
- Qualities to aim for when speaking
- Summary – good speaking

Listening

- Listening– the neglected skill
- Reasons for improving listening
- Are you a good listener?
- Ten aids to good listening
- Summary – good listening

Human interaction and non-verbal communication

- Metacommunication and paralanguage
- The language of silence
- The language of time
- Body language or kinesics
- The underlying psychology: NLP, EI and TA
- Conflict between verbal and non-verbal communication
- Summary – the importance of paralanguage in human interaction

Talking on the telephone

- Telephone problems
- Basic telephone rules
- Switchboard operators
- Making a call
- Gathering information by telephone
- Answering the telephone
- Voicemail
- Mobile phone manners
- Summary – good telephoning

Interviewing

- Interviewing weaknesses
- What is an interview?
- The purposes of the interview
- Types of interview information
- How to plan an interview
- Structuring the interview
- How to question and probe
- Summary – Interviewing

Being interviewed for a job

- Preparing – the organisation
- Preparing – know yourself
- At the interview
- Tips to remember
- Summary – being interviewed for a job

Communicating in groups

- Advantages of groups

- Disadvantages of groups
- Factors affecting group effectiveness
- Summary – making groups and committees work

Running and taking part in meetings

- Chairing meetings
- Decision-making methods
- Responsibilities of participants
- Duties of officers and members
- The agenda
- The minutes
- Videoconferencing and audio-conferencing
- Formal procedure

Giving a talk

- Techniques of public speaking
- Preparation
- Developing the material
- Opening the talk
- Closing the talk
- Visual aids
- Use of notes
- Practising the talk
- Room and platform layout
- Delivery of the talk
- Summary – being a good speaker

Using visual aids

- General principles
- Whiteboards
- Flip charts
- Build-up visuals
- Physical objects
- Models and experiments
- Overhead projector
- Data projector
- Slide projector
- Videos
- Closed circuit television and video
- Points to remember about visual aids
- Video and DVD hire and purchase
- Summary – being in control of visual aids

Faster reading

- How do you read?
- The physical process of reading
- Ways of increasing your vocabulary
- Summary – faster reading

Better reading

- Determine reading priorities
- Scanning
- Skimming
- SQ3R method of reading

- Summary – better reading

Writing business letters

- Why good letter-writing matters
- Backing up the phone call or meeting
- Planning a letter
- Layout and style
- The structure of a letter
- Dictating
- Standard letters
- Summary – writing business letters

Applying for a job

- What sort of job do you want?
- What is available and what are they looking for?
- The application itself
- Job-hunting on the Internet
- Summary – applying for a job

Writing reports

- What is a report?
- Types of report
- Essentials of a good report
- What is the purpose of the report?
- Fundamental structure
- Format, layout, headings and numbering
- Long formal reports
- House style
- How to get started
- Setting your objective
- Researching and assembling the material
- Organising the material and planning the report
- Writing the first draft
- Editing the report
- Producing the report
- Summary – report writing

Memos, messages, forms and questionnaires

- Memos
- E-mail
- Fax
- Postcards and reply cards
- Text messaging
- Forms and questionnaires
- Summary – other writing tasks

Visual communication

- When to use charts and graphs
- Presentation of statistical data
- Presenting continuous information
- Presenting discrete or non-continuous information
- Presenting non-statistical information effectively

Getting to grips with grammar

- Why does grammar matter?

- What is grammar?
- How good is your English?
- The parts of speech in brief
- The framework of English
- The architecture of the sentence

Common problems with English

- Subject–verb agreement
- Problems with verbs
- Problems with adjectives
- Problems with adverbs
- Problems with pronouns
- Problems with prepositions and conjunctions
- Problems with ellipsis
- Problems with negatives
- Revision of grammar

Appendices

- A Punctuation made easy
- B Using capitals
- C Using numbers
- D Business clichés or ‘commercialese’
- E Commonly misused and confused words
- F Ten (simple?) rules of spelling
- G Commonly misspelled words
- H Tips on modern business style
- I Differences between men and women communicating

Learning Outcomes for the Unit

At the end of this Unit, students will be able to:

1. Demonstrate how business communication strategies and principles can be applied to prepare effective communication for domestic and international business situations
2. Discuss the relative merits of and appropriate organisational formats and channels used in developing and presenting business messages
3. Demonstrate understanding of the mechanics of oral and written communication including presentations, memos, letters, and reports.
4. Demonstrate language skills competency in grammar, spelling, punctuation, capitalization, number usage, and sentence structure by communicating in concise, clear, straightforward language.
5. Explain relative merits and mechanisms for communicating via electronic mail, Internet, and other electronic media.
6. To deliver an effective oral business presentation (Non credit bearing assessment)
7. To demonstrate problem-solving and critical-thinking skills by analysing business problems, resulting in functional business documents, memoranda, letters, and/or reports.

4. Principles of Customer Care

Main topics of study:

What Is Customer Service

- Customer Service is Important
- What is Customer Service?
- Understanding of Satisfaction - Excellent Customer Service is Rare
- Five Needs of Every Customer
- External and Internal Customers
- Customer Attributes

- Cost of Losing a Customer
- Skill Building

The 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 Customers' 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 and Problem Solving
- Problems as Opportunities
- Confronting Conflict
- Problem Solving Process and Strategies
- Developing Negotiation Skills
- Professional Approaches to Apologising and Conveying Bad News
- Barriers to Problem Solving and Decision Making
- Importance of Follow-Up in Problem Solving

Strategy and Formulating a Plan for Success

- Why a Strategy?
- Planning
- Importance of Infrastructure
- Culture
- High and Low Touch Customers
- Consumption Behaviour
- Segmenting the Market
- Developing a Strategy

Empowerment

- What is Empowerment?
- Importance of a Mission and Purpose Statement
- Empowerment and Opportunity
- Examples of Empowerment
- Steps to Empowering Customer Service Providers
- Co-Production of Customer Service
- Why Co-production Works
- Design of Systems
- Guidelines for System Design

Communications in Customer Service

- What is Communication?
- Building Customer Intelligence
- Methods of Communication
- Listening
- Voice Inflection as a Customer Service Tool
- Telephones and Customer Service
- Words to Use and Avoid
- Power Phrases
- Power of Eye Contact
- Appeal to Senses in Communication
- Communication and Technology

Coping with Challenging Customers

- Who are Challenging Customers?
- Why Customers are Challenging
- Creating Challenging Customers
- Characteristics of Challenging Customers
- Respect
- Positive Empathy
- Responsibility Check
- Being Wrong
- Ways of Coping with Challenging Customers
- Payoffs of Coping with Challenging Customers

Motivation

- What is Motivation?
- Needs and Wants
- Motivating Factors
- Understanding Morale
- Self- Concept and Motivation
- Power of Self Motivation
- Teamwork
- Saying Thank You and Motivating Others

Leadership in Customer Service

- Leadership Defined
- Knowledge of Yourself
- Formal and Informal Leaders
- Coach or Counsellor
- Characteristics of Excellent Leaders
- Leadership and Goals
- Creation of a Customer Service Culture
- Benefits of Job Aids
- Leadership without Position
- Your Manager as a Customer

Customer Retention and Measurement of Satisfaction:

- What is Customer Retention?
- Value of Existing Customers
- Understanding Churn
- When to Improve your Customer Retention Programme
- Developing a Customer Retention Programme
- Measurement of Satisfaction
- Sources of Information
- Benefits of Measuring your Effectiveness
- Tips for Realistically Determining your Effectiveness

- Surveys
- Evaluating your Own Performance
- Measuring Performance and the Business

Delivering Customer Service to the Changing Market Place

- Today's Changing Marketplace
- Understanding Today's Customer
- Embracing New Technologies
- Call Centres
- Customer Service over the Internet
- Enhancing Service Experiences and Building Customer Loyalty

Excellence in Customer Service

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

Main Texts:

Understanding Business Ethics – Roger Bradburn (Continuum)

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

5. Business Law PART A

Formation of Contract:

- What is a Contract?
- The Intention to Create Legal Relations
- Offer
- Termination of an Offer
- Acceptance
- Agreement without Offer & Acceptance
- The Nature of Consideration
- Executory, Executed & Past Consideration
- Sufficiency of Consideration
- Privity of Contract

Terms of Contract:

- The Terms of Contract
- Incomplete Contracts Conditions & Warranties
- Oral Evidence Relating to Contracts in Writing
- Representations & Contract Terms
- Implied Terms
- The Required Form of Contracts
- Exclusion Clauses
- The Unfair Contract Terms Act 1977
- The Unfair Terms in Consumer Contracts Regulations 1994

Vitiating Factors:

- Contractual Capacity
- Mistake
- Misrepresentation
- Duress
- Undue Influence
- Void & Illegal Contracts

Discharge of Contract

- How a Contract Comes to an End
- Performance
- Agreement
- Breach of Contract
- Frustration
- Remedies Available for Breach of Contract
- Damages
- Action for the Price
- Equitable
- Remedies
- Limitation to Actions for Breach
- Quasi-Contract

PART B

Agency:

- The Creation of Agency
- The Duties of an Agent
- The Rights of an Agent
- The Authority of an Agent
- Liability of the Parties
- Agents Acting for Undisclosed Principals
- Termination of Agency
- Special Types of Agent

PART C

Definition of a Contract for the 'Sale of Goods':

- Types of Goods
- The Price
- Terms Implied by the Sale of Goods Act 1979 & Changes made by the Sales & Supply of Goods Act 1994 (S.14)
- Time of Performance
- Seller's Title
- Description of the Goods
- Sale by Sample
- Satisfactory Quality & Fitness for Purpose
- Passing of Property & Risk
- Nemo Dat Quod Non Habet
- Delivery
- Acceptance & Rejection
- Remedies of the Parties, Romalpa Clauses
- The Supply of Goods & Services Act 1982

PART D

Consumer Credit:

- Forms of Consumer Credit
- What is a Regulated Agreement?
- The Classification of Regulated Agreements
- The Protection of Debtors
- Lenders Liability
- Termination of Credit Agreements
- Extortionate Credit Bargains
- Consumer Credit Licensing, Advertising & Canvassing
- Credit Cards

Consumer Protection:

- Consumer Protection

- Trade Descriptions
- Consumer Safety
- Product Liability

PART E

Tort:

- Tort & Other Wrongs
- Wrong & Damage Distinguished
- Remoteness of Damage
- Vicarious Liability
- Strict Liability
- Defences to an Action in Tort
- Contributory Negligence
- Remedies in Tort
- Conversion
- Nuisance
- Defamation
- Definition
- Libel and Slander
- Action and Defences

Negligence:

- Negligence
- Duty of Care
- Breach of Duty of Care
- Res Ipsa Loquitur
- Consequential Harm
- Negligent Mis-statement

PART F

The Nature of a Company:

- The Company as a Legal Entity
- The Veil of Incorporation
- Companies & Partnerships
- A Company's Liability in Tort & Crime
- Public & Private Companies
- Holding & Subsidiary Companies

Formation of a Company:

- Promoters & Pre-Incorporation Contracts
- Registration Procedures
- Commencement of Business
- Company Contracts

Memorandum & Articles:

- Purpose & Contents of the Memorandum
- The Company Name
- Registered Office Objects
- Articles of Association
- Alteration of the Articles
- The Memorandum & Articles as Contracts

Meetings:

- Types of Meeting
- Convening a Meeting
- Proxies

- Types of Resolution
- The Assent Principle

Liquidations & Other Insolvency Procedures:

- Methods of Dissolution
- Liquidations
- Compulsory Liquidation
- Voluntary Liquidation
- Liquidation Committee
- Contributories
- Powers of Liquidators
- Duties of Liquidators
- Alternatives to Liquidation
- Administration Orders
- Voluntary Arrangements

Directors:

- Appointment
- Shareholdings
- Termination of Office
- Disqualification
- Powers and Dealings

**PART G
Partnerships**

- Definition

**PART H
Employing Labour**

- Employer - Employee - Vicarious Liability
- Independent Contractors
- Contracts of Service and Contracts for Services
- Continuous Employment
- Rights and Duties of the Parties to a Contract of Employment
- Equal Pay
- Fair and Unfair Dismissal
- Obligations of Employers and Employees
- Grievance Procedures

Reading List

Business Law, Keenan and Riches 8th Edition, Longmans.

6. Business Economics and Statistics

Part A: Economics for Business

Main topics of study:

The Nature & Scope of Economics:

- The Nature & Scope of Economics
- The Development of Economic Society

- The Economic Problem: Scarcity Choice and Opportunity Cost
- Alternative Economic Systems

Production:

- The Economic Background to Production
- Specialisation and the Division of Labour
- Business Organisations
- Factors of Production
- The Scale of Production and Economies of Scale
- The Location of Production

The Theory of Price Determination:

- Demand
- Supply
- Price Determination
- Concept of Elasticity
- Applications of the Demand and Supply Model

Market Structures:

- Competitive Markets – the Institutions where Price is Decided
- Monopoly
- Oligopoly
- Imperfect Competition (Monopolistic Competition)
- Public Policy Towards Competition

Money & Banking:

- Functions of Money
- Financial Institutions
- Central Banking

Macroeconomics:

- Basic National Income Accounting
- Use of National Income Statistics
- Economic Policy
- Circular Flow Analysis
- Consumption, Savings and Investment
- National Income Equilibrium
- Multiplier and Accelerator

Unemployment & Inflation:

- Types of Unemployment
- Costs of Unemployment
- Causes of Inflation
- Costs of Inflation

Reading List Main Texts:

Economics: A background text – B Forster and G Whitehead (ICM)

Student Handbook for Economics: A background text – B Forster and G Whitehead (ICM)

Alternative Texts and Further Reading:

Business Basics in Economics for first year degree students (BPP Publishing)

Essentials of Economics – J Sloman (Prentice Hall)

Part B - Quantitative Methods for Managers

Main topics of study:

Data Presentation and Collection:

- Frequency Distribution
- Frequency Tables
- Discrete or Continuous Data
- Histograms
- Frequency Polygon
- Frequency Curve
- Cumulative Frequency Curves
- Bar Charts and Pie Charts
- Lorenz Curve

Central Location and Dispersion:

- Notation
- Measures of Central Location
- Normal and Skewed Distribution
- Measures of Dispersion
- Coefficient of Variation

Regression and Correlation:

- Regression Analysis
- Correlation
- Spearman's Coefficient of Rank Correlation
- Multiple Regression

Sampling and Tests of Hypotheses:

- Types of Sample
- Distribution of Sample Means
- Central Limit Theorem
- Confidence Intervals
- Tests of Hypotheses: Principles
- Tests of Hypotheses: Practice
- Student Distribution

Time Value of Money:

- Simple and Compound Interest
- Discounting and Present Value
- Investment Appraisal
- Depreciation
- Annuities and Other Financial Instruments

Reading List Main Text:

Quantitative Methods for Business & Economics, Second Edition – Glyn Burton, George Carrol, & Stuart Wall
(Financial Times-Prentice Hall, ISBN 0-273-65570-1)

Diploma in Customer Service

7. Consumer Behaviour
8. Managing Customer Information System
9. Business Relationship Environment
10. Sales and Marketing Research
11. Customer Service Management

7. Consumer Behaviour

Main topics of study:

Introduction to the Study of Consumer Behaviour:

- What is Consumer Behaviour?
- Why We Study Consumer Behaviour
- Why the Field of Consumer Behaviour Developed
- The Role of Consumer Behaviour

Consumer Research:

- The Consumer Research Process
- Developing the Research Objectives
- Collecting Secondary Data
- Designing Primary Research
- Data Collection
- Analysis & Report Preparation

Analytical Segmentation System for Consumers:

- Who Uses Market Segmentation?
- How Marketers Use Market Segmentation
- Bases for Market Segmentation, Including Social Class, Social Status, Family, Company Size, Product Usage & Location
- Implementing Segmentation Strategies

Consumer Needs & Motivation:

- Motivation
- Needs
- Goals
- Positive & Negative Motivation
- Dynamic Nature of Motivation Including Frustration & Arousal of Motives
- Types & System of Needs
- Motivation Research

Personality & Consumer Behaviour:

- What is Personality?
- Theories of Personality
- Personality & Understanding Consumer Diversity

Consumer Perception:

- What is Perception?
- The Dynamics of Perception
- Consumer imagery

Learning & Consumer Involvement:

- What is Learning?
- Behavioural Learning Theories
- Cognitive Learning Theories
- Brand Loyalty & Brand Equity

Nature of Consumer Attitudes:

- What are Attitudes?
- Structural Models of Attitudes
- Attitude Formation
- Attitude Change

Group Dynamics & Consumer Reference Groups:

- Types of Groups
- Reference Groups & Their Applications
- What is a Family?
- Functions of the Family
- Family Decision Making
- The Family Life Cycle

Social Class & Consumer Behaviour:

- What is Social Class?
- Measurement of Social Class
- Lifestyle Profiles of the Social Class
- The Affluent Consumer
- The Non-Affluent Consumer

The Influence of Culture on Consumer Behaviour:

- What is Culture?
- Characteristics of Culture
- Measurement of Culture
- Core Values
- What is Sub-Culture?
- Sub-Cultural Aspects of Consumer Behaviour

Diffusion of Innovations:

- The Diffusion Process
- The Adoption Process
- A Profile of the Consumer Innovator

Consumer Decision Making:

- What is a Decision?
- Four Views of Consumer Decision Making
- Models of Consumer Decision Making
- Opinion Leadership
- The Interpersonal Flow of Communication

Reading List Main Text:

Consumer Behaviour - Leon G Schiffman & Leshie Lazar Kanuk (Prentice Hall)

8. Managing Customer Information System

Main topics of study:

Creating Customer Insight:

- Increasing Sophistication of Customer Segmentation
- Using New Approaches to Customer Segmentation
- Warehousing Customer Data
- Mining Customer Data
- Creating a Knowledge Organisation

Creating the Customer Database:

- Marketing Information Systems
- The Central Role of the Customer Database
- Developing the Customer Database
- Treating the Customer Database as a Strategic Resource

Database Marketing & Direct Marketing:

- The Evolution of Database Marketing
- The Value of Database Marketing
- Direct Marketing
- Managing Data Privacy Issues in the Digital Age

Relationship Marketing:

- The Rise of Relationship Marketing
- Customer Relationship Management
- The Role of IT in Relationship Marketing

Marketing's Challenge:

- More Sophisticated and Demanding Customers
- Changes in Product Management
- The 'Virtualisation' of Distribution Channels
- The 'Virtualisation' of Payments
- The Increasing Globalisation of Markets
- Marketing's Mid-Life Crisis

The Arrival of the Digital Age:

- The Digital Revolution
- Government & the Information Society
- Business & E-Commerce
- The Implications for Business

How Can Marketing Respond?:

- A New Marketing Model for the Digital Age
- The Marketing Potential of the Internet
- Marketing Tips & Pitfalls
- The Arrival of Digital Television & Interactive Services

Conducting Marketing Research:

- The Use of IT in Primary Data Collection
- The Use of IT in Secondary Data Collection
- Using IT to Analyse Information
- Continuous Marketing Research
- Advertising Research
- Other Research Applications

Product – More Variety, Faster:

- Using IT to Improve the Range of Viable Offerings
- Using IT to Increase Speed to Market
- Using IT to Support the Product Development Life Cycle
- Using Advanced Manufacturing Techniques in Product Commercialisation

Price – What Are You Prepared To Pay?:

- E-Business is Rewriting the Pricing Rules
- Establishing Accurate Costs
- Making Well-Informed & Rapid Pricing Decisions

Place – Your Place Or Mine?:

- The Increasing Importance of Direct Channels
- Indirect Channel Changes
- Managing Multiple Distribution Channels

Promotion – The Market of One:

- Fragmentation of Television Advertising
- Trends in Other Advertising Media
- The Increasingly Targeted Nature of Sales Promotions
- The Growth of the Internet as an Advertising Medium
- The Potential of Digital Television and Radio
- Growth of Public Relations on the Internet

Improving Sales Force Effectiveness:

- The Impact of the Digital Age on the Sales Function
- The Three Generations of Sales Force Automation
- Successful Technology-Enables Selling

Delivering Customer Service & Support:

- Growth in Telephone-Based Customer Service
- Call Centre Technology
- Principles of Good Call Centre Management

Developing Marketing Systems That Work:

- Common Management Issues with IT
- Specific Problems with IT in Marketing
- IT Trends in the Digital Age
- A Potential Way Forward

Reading List Main Text:

Marketing in the Digital Age – J O’Connor & E Galvin (Prentice Hall)

9. Business Relationship Environment

Part A : The Business Environment

Main topics of study:

The Nature of Business Activity:

- What is Business Activity?
- Enterprise & the Entrepreneur
- Enterprise & the Factors of Production
- What Entrepreneurs Do

The Environment in which Businesses Operate:

- Business Environment

- Law
- The Economic Environment of Business
- Scarcity & Choice
- Cost & Opportunity Cost

The Objectives of Business:

- Profits & Survival
- Profits & Expansion
- Primary, Secondary & Tertiary Production
- Private Sector Activity
- Public Sector Activity
- The Interdependence of Businesses

Money & Business Activity:

- The Nature of Money
- The Qualities of Money
- Wants & Economies
- Money & Economies

Reading List Main Text:

Business Studies - G Whitehead (Butterworth Heinemann)

Part B: The International Business Environment

Main Aim(s) of the Unit:

This course seeks to provide an understanding of the complex and dynamic nature of corporate environment in today's globalised economy in which the business and its external environment are not clearly separated.

One of the most important functions of management is decision making and in order to perform effectively managers need to be informed.

Students must therefore be familiar with, and aware of, all major international political, economic, cultural, religious and financial issues of the day.

Political, economic and financial events in one country can create threats, as well as opportunities for other countries and it is essential that managers are able to relate international events, and their consequences, to their own business environments.

Students are required to critically analyse current topics concerning important management and policy issues facing business and industry. Critical evaluations of current readings from business literature will be used as assessment items.

At each examination series reference will be made to six contemporary issues which have made International news headlines in the four months preceding the examinations.

Candidates will be asked to select any two of the issues or topics and comment on them.

This is a self-paced, self-study course and motivated self-starters will enjoy this format.

Main Topics of Study:

Corporate environment in the global economy

Current issues in business including political, economic, cultural, religious and financial aspects

Business and the impact of international current affairs

Learning Outcomes for the Unit

At the end of this Unit, students will be able to:

1. Discuss current issues management and its policy implications
2. Understand current issues and trends from a managerial perspective
3. Integrate current business scholarly literature in their arguments
4. Provide analytical perspectives of current problems and trends
5. Demonstrate a proactive rather than reactive approach to management

11. Sales and Marketing Research (Marketing Research)

Main topics of study:

Introducing Marketing Research

- Who Needs Marketing Research?
- Who Should Read This Book?
- What Does the Book Cover?

Getting Started

- What Does the Organisation Need Research For?
- Corporate Planning
- Market Planning
- Product Planning
- Promotional Planning
- Distribution Planning
- Price Planning
- What Types of Research Data are there?
- Continuous Research
- Ad hoc Research
- Desk Research
- Field Research
- How Can the Organisation Obtain the Research it Needs?
- Getting Started
- Resources

Marketing Research Begins at Home

- What Can be Done at Home?
- Data Produced in the Normal Course of Running the Organisation
- Data Acquired Through Personal Contacts
- Accumulated Research Information
- Decision Support Systems
- What Goes into an Internal Information System?
- Operating Data
- Market Intelligence
- Information Library
- Customer Relationship Management Systems
- Data Warehouses & Data Mining

'Off-the-Peg' Research

- Secondary Desk Research
- Introduction
- Sources
- Finding the Pegs

- Using Secondary Data
- Syndicated Research Services
- Index to Syndicated Research Surveys
- Guide to Syndicated Research Services
- Omnibus Research Surveys
- Omnibus Research Services & Suppliers
- General Population Omnibus Surveys
- Specialist Omnibus Surveys
- Specialist Research Services
- Types of research Offered via the Market Research Society
- Consumer Classification Systems

‘Made-to-Measure’ Research

- Buying a ‘Made-to-Measure’ Research Survey is Just Like Buying a ‘Made-to Measure’ Suit
- The ‘Made-to-Measure’ Research Process
- Defining the Research Required
- ‘What is the Problem?’
- ‘What Data is Needed to Find a Solution?’

How is the Data Collected?

- Interview Methods
- Interviewing Individuals
- Attitude Measurement
- Projective Techniques
- Interviewing Groups
- Postal or Self-Completion Research
- Internet & E-Mail Research
- Diary Panels
- Telephone Research
- Observation Research
- Observation Panels
- Retail Audits

Who Provides the Information?

- What is a Sample?
- Why Use a Sample?
- How is the Sample Selected?
- Random Sampling
- Quota Sampling
- Judgement Sampling
- How Big Does the Sample Need to Be?
- Variability in the Population
- Required Level of Confidence
- Required Limits of Accuracy
- Allowance for Non-Response
- Subgroup Analysis Requirements
- Practical Factors

How Do You Ask the Questions?:

- Why Use a Questionnaire
- To Collect Relevant Data
- To Make Data Comparable
- To Minimise Bias
- To Motivate the Respondent

- Getting the Questionnaire Content Right
- What Types of Data can be Collected Using a Questionnaire?
- Fact
- Opinion
- Motive
- What Does a Questionnaire Contain?
- Identification Data
- Classification Data
- Subject Data
- What Types of Question Can Be Used?
- Dichotomous Questions
- Multiple-Choice Questions
- Open-Ended Questions
- Rating Scales
- How Should Questions be Worded?
- Meaning
- Ambiguity
- Leading
- Generalisation
- Unidimensionality
- Cushion Statements
- Will the Respondent Answer the Questions?
- Allowing for Method of Analysis
- Why Does Presentation Matter?
- Will the Questionnaire Work?
- Special Types of Questionnaire
- Postal or Self-Completion Questionnaires
- Telephone Questionnaires
- Online Questionnaires
- Vetting Questionnaires

Who Asks the Questions?

- Interviewers: 'Horses for Courses'
- Fully Structured Interviews
- Using Rating Scales
- Semi-Structured Interviews
- Unstructured Interviews
- What do Interviewers Do?
- Selecting Respondents
- Obtaining Interviews
- Asking Questions
- Probing & Prompting
- Motivating Respondents
- Interpreting & Recording Responses
- Interviewer Bias
- Who Are the Interviewers?
- Gender
- Age
- Social Background
- Education
- Job Background
- Personality
- Training
- How are Interviewers Controlled?
- The Interviewer Quality Control Scheme
- Field Supervision

- Postal Checking
- Telephone Checks
- Personal Recall Checks
- Editing Checks
- Computer Checks
- Monitoring Fieldwork
- Choosing a Good Fieldwork Agency
- Finding the Agency
- Asking Pertinent Questions
- Looking at the Evidence
- Membership of the Interviewer Quality Control Scheme
- Relevant Experience
- Cost
- Using an Agency for Fieldwork
- Briefing the Agency
- Agreeing the Procedures
- Briefing the Interviewers
- Asking the Questions Yourself

What Happens to the Answers?

- Analysis & Interpretation of Qualitative Data
- Analysis of Quantitative Data
- Data Preparation
- Data Processing
- Statistical Analysis
- Interpretation of Quantitative Data
- Reporting
- The Research Report

How Do You Buy Good Research?

- Getting the Research Requirement Right
- Is Research Really Necessary?
- What Type of Research is Needed?
- What Will the Research be Used For?
- When is the Research Needed By?
- How Much is the Research Information Worth?
- Preparing the Brief
- Choosing the Right Agency
- Drawing up the Shortlist
- Briefing the Agencies
- The Research Proposal
- Selecting the Research Agency
- Checking that the Agency Does a Good Job
- Monitoring While in Progress
- Evaluating the Final Results
- Learning from Experience
- Were the Objectives Right?
- Was the Research Programme Right?
- Was Too Much or Too Little Information Produced?
- Did It Help to Provide a Solution?
- Using Feedback
- What Action Resulted from the Research?
- Buying Syndicated Services
- Defining the Requirement

- Does the Service Meet the Requirement?
- Does the Service Provide Adequate Flexibility?
- Is the Money Worth Spending?
- Evaluating Other Research Reports
- A Scheme for Judging Research Quality

Using Research in Experiments

- Types of Research Experiment
- Experimental Launching
- Pilot Launching
- Specific Market Test
- Exploratory Market Test
- Types of Experimental Design
- Informal Experimental Designs
- Formal Experimental Designs
- Setting Up Research Experiments
- Selecting the Experimental Design
- The Scale of the Experiment
- Choosing the Test Area
- Timing
- Test Conditions
- Test Variables
- Cost
- Syndicated Test Procedures

Using Research in Business-to-Business & Industrial Markets

- Marketing Research Begins at Home
- ‘Off-the-Peg’ Research
- ‘Made-to-Measure’ Research
- How is the Data Collected?
- Who Provides the Information?
- How Are the Questions Asked?
- Who Asks the Questions?
- What Happens to the Answers?
- How Do You Buy Good Research?
- Using Research in Industrial Markets

Using Research in Online Markets

- Marketing Research Begins at Home
- ‘Off-the-Peg’ Research
- ‘Made-to-Measure’ Research
- How are the Data Collected?
- Who Provides the Information?
- How are the Questions Asked?
- Who Asks the Questions?
- What Happens to the Answers?
- How Do You Buy Good Research?
- Using Research in Online Markets

Using Research in International Markets

- Who Monitors the Quality of International Research?
- Who Are the Users?
- Who Undertakes the Research?
- International Market Research Begins at Home
- ‘Off-the-Peg’ Research

- Secondary Desk Research
- Sources
- Government Published Data
- 'Made-to-Measure' Research
- Sampling
- Data Collection Methods
- How Do You Ask the Questions?
- How Do You Buy Good Research?
- Preparing the Brief
- Selecting the Agency
- Government Assistance for Overseas Research
- Commissioning the Research
- Implementing the Research

Using Research in Marketing Decision Making

- Using Research for Market Analysis
- Using Research to Develop New Products & Services
- Using Research to Select Brand Names & Pack Designs
- Using Research for Pricing Decisions
- Using Research for Decisions About Advertising

Reading List Main Text:

Marketing Research for Managers - S. Crouch & M. Housden (Butterworth Heinemann)

11. Customer Service Management

Main topics of study:

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 21st 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 Texts:

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)

Professional Examination Part 1

Higher Diploma in Customer Service

12. Customer Management Techniques
13. Managing Business Operations
14. Relationship Marketing Management
15. Applied Public Relations
16. Call Center and Multi-Media Technology

12. Customer Management Techniques (Management Theory & Practice)

Part One - Management Theory:

Introduction:

- Developments in Management Theory 1910-2000
- Definitions of Management

Classical Theories of Management:

- The Search for Principles of Management
- Max Weber & the Idea of Bureaucracy

Human Relations & Social Psychological Theories:

- Motivation - The Early Theorists
- Motivation - Later Theorists

Theories of Leadership & Group Behaviour:

- Leadership - Theory & Practice
- Groups & Group Behaviour

Systems & Contingency Approaches to Management Theory:

- Organisation as Systems
- Contingency Approaches to Management

Modern Approaches to Management Theory:

- Modern Approaches to Management

Part Two - Management in Practice:

The Context of Management:

- Types of Business Organisation
- Developing an Organisation Culture
- Women in Management
- The International Context of Management

Management Planning:

- Strategic Aspects of Management
- Objectives, Policies & Organisational Ethics
- Performance Standards in Management
- Decision-Making in Organisations
- Human Resource Planning
- Work Structuring, Job Design & Business Process Re-engineering

Organising for Management:

- Organisational Structures
- Delegation & Empowerment
- Managing Change - Key Concepts
- Implementing Change - Organisation Development
- Communication in Organisations
- Time Management & Personnel Effectiveness

Control in Management:

- Controlling Performance
- Quality Standards & Management
- The Role of Information Technology

Part Three - Functional Management - Marketing, Production, Personnel & Financial

Marketing Management:

- The Marketing Concept - Competitiveness & the Global Dimension
- The Marketing Mix - Product & Price
- The Marketing Mix - Promotion
- The Marketing Mix - Distribution
- Marketing Research
- Marketing Organisation
- Customer Services & Consumer Protection

Production Management:

- Production Planning & Control
- Types of Production
- Aids to Production
- New Technology in Manufacturing

Personnel Management:

- Human Resource Management
- Recruitment & Selection
- Employee Development & Training
- Performance Appraisal, Discipline & Grievances
- Developing Managerial Competencies
- Stress Management & Employee Counselling
- Job Evaluation
- Employee Relations & Collective Rights
- Legal Aspects of Employment - Individual Rights

Financial Aspects of Management:

- Company Accounts
- Budgets, Forecasts & Business Plans

Reading List Main Text:

Management Theory and Practice, 6th Edition - G A Cole (Thomson Learning)

13. Managing Business Operations (Front Office Operations & Administration)

Main topics of study:

Advanced Bookings:

- Enquiries
- Reservation Forms
- The Black List
- Offering Alternatives
- The Bookings Diary
- Room Availability Records
- Computerised Reservations

Check-In & Related Issues:

- Arrival & Registration
- Guest in Residence
- Departures

Guest Accounting:

- Guest Accounting
- Methods of Payment

Security:

- Protecting the Guest
- Protecting the Hotel

Hospitality:

- Guest Needs
- Service
- Roles
- Communication

Social Skills:

- Behaviour
- Transactional Analysis
- Role Playing

Sales:

- Increasing Occupancies
- Increasing Average Room Rates

Marketing Aspects:

- Reaching the Customer - Advertising
- Reaching the Customer - Intermediate Agencies
- Selling to Intermediaries

Tariffs:

- Cost-Based Pricing
- Market-Based Pricing
- Inclusive/Non-Inclusive Rates

Yield Management, Groups etc:

- Yield Management
- Groups
- Conferences
- Timeshares

Control:

- Verification
- Night Audit
- Computerised Control Systems
- Occupancy & Revenue Reports
- Forecasts
- Other Statistics
- Assigning Guest Satisfaction

Staffing & Equipment:

- Staffing
- Computers

Reading List**Main Text:**

14. Relationship Marketing Management: (Marketing Management)

Main Topics of Study:

Marketing Management:

- The Critical Role of Marketing in Organisations & Society
- Laying the Groundwork through Strategic Planning
- Managing the Marketing Process & Marketing Planning

Analysing Marketing Opportunities:

- Marketing Information Systems & Marketing Research
- Analysing the Marketing Environment - Analysing Consumer Markets & Buyer Behaviour
- Analysing Business Markets & Organisational Buying Behaviour - Analysing Competitors

Researching & Selecting Target Markets:

- Measuring & Forecasting Market Demand
- Identifying Market Segmentation & Selecting Target Markets

Designing Marketing Strategies:

- Marketing Strategies for Differentiating & Positioning the Marketing Offer
- Developing, Testing & Launching New Products & Services
- Managing Products through their Product Life Cycle
- Deciding on International Market Entry
- Methods of Entry
- International Marketing Programmes

Planning Marketing Programmes:

- Managing Product Lines, Brands & Packaging
- Managing Service Business & Ancillary Services
- Designing Pricing Strategies & Programmes
- Selecting & Managing Marketing Channels
- Managing Retailing & Wholesaling
- Designing Communication & Promotion-Mix Strategies
- Designing Effective Advertising Programmes
- Designing Direct Marketing, Sales-Promtion & Public Relations Programmes
- Managing the Salesforce
- Managing Direct Marketing Operations
- Implementing Marketing Programmes
- Controlling Marketing Activities

Reading List Main Text:

Marketing Management - Philip Kotler (Prentice Hall)

15. Applied Public Relations

Main topics of study:

The Role of Public Relations in Organisations:

- Public Relations - A Management Discipline

- Models of Public Relations Practice
- Public Relations Practitioners' Roles
- Boundary Spanning & Systems Theory

The Evolution of Public Relations - Principles & Practice:

- Definitions & Meaning of Public Relations
- Relations between PR & Marketing
- Functional Areas of Public Relations
- Public Relations Activities
- Marketing PR

Strategic Perspective of Public Relations:

- Defining the Concept of Strategy
- Strategic Implications for Public Relations
- Generic Approaches to Strategy
- The Strategic Potential of Public Relations
- Strategic Management for Public Relations

Internal & External Public Relations:

- Implications of Organisational Structure & Culture
- Implications for the Role & Scope of Public Relations
- Researching the Organisation
- External People & Groups
- The Organisation Publics
- Evaluating & Defining Key Publics
- External Public Relations Activities
- Corporate Identity & Image
- Strategic Public Relations
- New Developments in External Public Relations

Corporate Social Responsibility:

- The Social Responsibilities of Organisations
- Community & Environmental Responsibilities
- The Demands of Public Opinion
- Discharging the Organisation's Social Responsibilities
- Ethical Implications
- Long-Term Implications

Financial & Investor Public Relations:

- Importance of Public Relations to Financial Services
- Publics for Stock & Currency Markets
- Publics for Insurance
- Fund Manager Publics
- Retail Publics
- Public Relations Strategies in Relation to Financial Services
- Research & Its Applications to Financial & Investor Public Relations

Government & Lobbying Activities:

- Theoretical Perspective Underpinning Lobbying Practices
- Governmental Activities & Lobbying from the Public Relations Perspective
- Main Elements of Lobbying
- Measurement of Effectiveness

Corporate Advertising:

- Introduction to Corporate Advertising
- Value of Corporate Advertising
- Media for Corporate Advertising
- Effective Corporate Campaigns
- Psychological Perspectives on Corporate Advertising
- Branding Strategy & Brand Equity
- Criticisms of Corporate Advertising
- The Future of Corporate Advertising

Issue & Crisis Management:

- Introduction to Issues Management
- Nature of Crises
- Planning to Communicate in a Crisis
- The Risk Audit
- Defining the Audiences/Publics
- Procedure Development
- Training Required
- Testing - Exercise Simulation

Interaction between Public Relations & Marketing:

- Debate Issues between Public Relations & Marketing
- Increased Importance of Public Relations
- Marketing Public Relations (MPR) & Corporate Public Relations (CPR)
- The Marketing Perspective of Public Relations
- Spheres of Responsibility for Marketing & Public Relations
- Marketing Public Relations (MPR) in the Marketing Mix
- Using Marketing Public Relations

Developing a Research Framework & Evaluating the PR Efforts:

- Development of Research Methods & Objectives
- Research Design - Practical Applications of Research Methods
- The Nature of Evaluation
- Barriers to Effective Evaluation
- Models of Evaluation
- New Evaluation Approaches
- Integration & Planning of Campaigns & Programmes

Reading List Main Text:

Public Relations: Principles & Practice - P J Kitchen (Thompson Learning)

16. Call Center and Multi-Media Technology

Description

CTI or Computer Telephony Integration, involves integrating computer systems with telephony resources to augment the capabilities of a call center. The CTI Fundamentals explains the concepts and ideas behind the CTI and its applications. The course covers CTI concept, technology, architecture, design, deployment and tools.

Course Outline

The Foundation: Essentials of Call Center Leadership

1. Leveraging the "built-in" strategic advantage of your call center:

- Staying ahead of the competition
- Parity or perish: Keeping up with the competition
- 2. The Operating Foundation:
 - Core guiding principles
 - Primary functional components
 - Organizational structure & key roles
 - Fundamental "blocking & tackling"
- 3. The tactics of effective call center "leading"

EXECUTIVE SUMMARY

- Basics of Telephony
- Advantages of Computer Telephony
- PC-Based CT
- The Telephony Environment
- Telephone Networks
- Computer Telephony Systems
- Trends in CT
- Internet Telephony
- PBX Integration
- Unified Messaging
- On-board Fax
- PCI Cards
- Call Center Framework, Fundamentals, and Core Applications
- Call Center Technology Infrastructure and Trends
- PBX/ACD, standalone ACD, hybrid/CTI, and Communications Servers
- Switch application infrastructure
- Network infrastructure
- DID, DOD, DNIS and ANI
- Telephony Signals
- The Analog Interface
- T1 Lines
- E1 Lines
- ISDN Basic Rate
- DTMF and Multi-Frequency (MF) Dialing
- Impact and role of IP in the call center

Call Center Process Management

- Call Routing Options
- Customer Care and Billing Operations Center
- Sales, Ordering, and Provisioning Processes
- Role of Workflow Systems
- Self-Service and Voice Processing Applications
- Tools Routing capabilities
- Network, switch, and CTI routing
- Call Center Reporting and Management Tools
- Advanced reporting capabilities
- Managing the workforce with tools
- Quality and monitoring systems

CTI APPLICATIONS BY MARKET

- Common CT Applications
- Voice Mail
- Digital Dictation
- Automated Attendant
- Interactive Fax

- Pay-per-call
- Inbound Call Center
- Outbound Call Center
- Transaction Processing
- Others

Planning for the Next Generation Call Center:

- Multichannel customer interactions
- Network-based routing and pre-routing services
- Inbound Telephone Calls with Interactive Voice Response and Live Agents
- Outbound Telephone Calls with Preview and Predictive Dialing
- Computer Calls from the Web with Keyboard Chat, Joint Browsing, Voice, Video, and Collaboration
- Voice and Fax Messages
- Wireless
- Live Internet Customer Care
- Advanced Multimedia Call Center Features
- Unlimited Queues and Agent Groups
- Skills-Based Routing
- Intelligent Priority Handling
- E-Mail Queuing and Routing
- Voice Message Queuing and Routing
- Interactive Voice Response
- Web Collaboration
- Remote Administration and Supervision
- Open Database Connectivity for Customer Reporting and Workforce Management
- Graphical Application Development Tools
- IP Integration
- Evolving To New Generation Call Centers
- Strategies for Integrating IP-Based and Legacy Call Center Technologies

CTI ARCHITECTURE

- Signal Processing Boards
- PBX Systems
- Host-Based Systems
- Desktop Systems
- Client/Server
- Hardware
- Application Programming Interfaces (APIs)
- Standards

Achieving Synergy With Your Key Suppliers, Field Partners & Customers

- Telephony Buses
- Local Area Network Integration
- Fax Processing
- Automatic Speech Recognition
- Vocabulary Size
- Text-to-Speech
- Deploying Computer Telephony Integration (CTI)
- Automation and transformation
- CTI architectures
- Understanding how CTI works through call flows
- The role of data in CRM
- The link between CTI and CRM applications

- No technology is an island: integration with the enterprise
- Web-enabling the call center
- Text chat and Web collaboration
- Complete Inbound/Outbound Solution
- Web Callback
- Skills Based Routing
- Web Collaboration
- CTI / TAPI / TSAPI Business Systems

DEVELOPING CTI SYSTEMS

- Choosing a Method
- Development Choices
- Planning the Application
- Selecting the Application Equipment
- Building the Application
- Choosing an Operating System
- Selecting Hardware
- Number of Ports
- Port Distribution
- Hardware Features
- Designing Applications
- Voice Mail
- Digital Dictation
- Inbound Call Center
- Outbound Call Center
- Buying CTI Tools

Professional Examination Part II

Post Graduate Diploma in Customer Relationship Management

17. Strategic Customer Management
18. International Marketing Management
19. Customer Service Marketing
20. Business Policy and Management
21. Customer Relationship Management: (Case Study)

17. Strategic Customer Management (Customer Service for Managers and Supervisors)

Main Aim(s) of the Unit:

This unit stresses that excellent customer service is considered as a prerequisite for any successful company. The unit aims to clarify what this means for the customer service manager or supervisor, in practical terms. A concise introduction to the business reasons for building good relationships with customers is presented as well as an examination of the management framework of customer service.

The customer service manager's role is explained and techniques offered that are easy to implement and will improve customer service.

Main Topics of Study:

Introduction 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 and Solutions 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

Management and Strategy 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

Managing Difficult Customers 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 and Leadership 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

Customer Service in a Changing Marketplace:

- Today's Changing Marketplace
- The Customer of the 21st 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

Learning Outcomes for the Unit

At the end of this Unit, students will be able to:

1. Describe a range of types of customer and how customer service provision meets their needs and different ways of exceeding customer expectations
2. Describe actions that can be taken to support improvements to customer service
3. Demonstrate an in-depth knowledge of how effective customer service relates to different types of customer in the organisation
4. Explain why it is important to make improvements to customer service provision
5. Present detailed analysis, supported by examples from organisations, of how effective customer service relates to different types of customers
6. Critically examine the importance to customers, the employee and the organisation of exceeding customer expectations.

18. International Marketing Management

Main topics of study:

Introduction to International Marketing

- The Strategic Importance of International Marketing
- The International Marketing Environment
- Differences Between International and Domestic Marketing
- International Marketing Strategies

The International Trading Environment

- World Trading Patterns
- Reasons Countries Trade
- Barriers to World Trade
- The Development of World Institutions to Foster International Trade
- The Development of World Trading Groups
- The European Union
- The Free Trade Area of the Americas (FTAA)
- The Asian Pacific Trading Region
- The Chinese Economic Area

Social and Cultural Considerations in International Marketing

- Social and Cultural Factors
- What is Culture?
- Culture and Consumer Behaviour
- Analysing Cultures and the Implications for Customer Behaviour
- Cross-cultural Analysis
- Social and Cultural Influences in Business-to-Business Marketing

International Marketing Research and Opportunity Analysis

- The Role of Marketing Research and Opportunity Analysis
- The Role of International Marketing Research
- Opportunity Identification and Analysis
- International Marketing Segmentation
- Transnational Segmentation

- Problems of Using Secondary Data
- Primary Research in International Markets
- Research Design
- Survey Methods

International Niche Marketing Strategies for Small and Medium- sized Enterprises (SMEs)

- The SME Sector and its Role Within the Global Economy
- The Nature of International Marketing in SMEs
- The Nature of International Development
- International Strategic Marketing Management in SMEs
- Ansoff Matrix MC Kinsey Framework
- Factors Affecting Choice of International Marketing Strategy
- Management Style and International Fast Growth
- The Future of SME Internationalisation

Global Strategies

- Alternative Views of Globalisation
- Alternative Strategic Responses
- Multi-domestic Strategies
- International Marketing Management for Global Firms
- Organisational Structure for Transnational Firms

Market Entry Strategies

- The Alternative Market Entry Methods
- Indirect Exporting
- Domestic Purchasing
- Export Houses
- Piggybacking
- Trading Companies
- Direct Exporting
- Agents
- Management Contracts
- Foreign Manufacturing Strategies without Direct Investment
- Contract Manufacture.
- Licencing
- Foreign Manufacturing Strategies with Direct Investments
- Cooperative Strategies
- Joint Ventures & Strategic Alliances

International Product and Service Management

- Products, Services and Service Marketing
- The Components of the International Product Offer
- Factors Affecting International Product Management
- Standardisation
- Adaptation
- Product Policy
- Product Strategies
- Managing Products across Borders
- Product Life Cycle
- Product Portfolio Analysis
- Image, Branding and Positioning
- New Product Development

International Communications

- The Role of Marketing Communications
- The Fundamental Challenges for International Marketing Communications
- International Marketing Communications Strategy
- The Marketing Communications Tools
- Person Selling
- Exhibitions and Trade Fairs
- Advertising
- Sales Promotions
- Sponsorships
- Public Relations

The Management of International Distribution and Logistics

- The Challenges in Managing an International Distribution Strategy
- Selecting Foreign Country Market Intermediaries
- Building Relationships in Foreign Market Channels
- Trends in Retailing in International Markets
- Internet Relating
- Globalisation of Retailing
- The Management of the Physical Distribution of Goods
- Use of Intermediaries
- Transportation

Pricing for International Markets

- Domestic vs International Pricing Decisions
- The Factors Affecting International Pricing Decisions
- Developing Pricing Strategies
- Problems of Pricing and Financing International Transactions
- Problems in Multi-national Pricing
- Problems in Managing Foreign Currency Transactions
- Problems in Minimising the Risk of Non-payment in High Risk Countries
- Administrative Problems Resulting from the Cross Border Transfer of Goods

International Marketing Implementation Through Enabling Technologies

- The Enabling Technologies
- The Internet Websites
- E-markets and E-marketing
- International Marketing Solution Integration
- The Impact on International Marketing Strategy
- Moving to a Customer-led Strategy

Reading List Main Text:

International Marketing Strategy - Analysis, Development and Implementation (4th edition) – I. Doole and R. Lowe (Thompson)

19. Customer Service Marketing (Strategic Marketing Management)

Main topics of study:

Introduction to Marketing Management:

- The Nature of Marketing
- The Management Process
- A Modelling Approach
- Strategic Decisions & the Nature of the Strategy
- The Marketing/Strategy Interface

Marketing Auditing & SWOT Analysis:

- Marketing Audit - Its Meaning
- Reviewing Marketing Effectiveness
- Role of SWOT Analysis
- Characteristics of Effective Audits

Segmental Productivity & Ratio Analysis:

- Costs Categories
- Marketing Costs Analysis
- Segmental Analysis
- Marketing Experimentation
- Customer Profitability Analysis
- Nature of Productivity
- Use of Ratio

Approach to Competitor Analysis:

- Meaning of Competitor
- Competitive Relations Evaluation
- Identifying Competitors Objectives
- Competitors Strengths & Weaknesses
- Competitive Responses
- Competitive Information System

Approach to Customer Analysis:

- Model of Buyer Behaviour
- Factors Influencing Consumer Behaviour
- The Buying Decision Process
- Organisational Buying Behaviour

Mission & Objectives:

- Purpose of Planning
- Establishing Corporate Mission
- Influences on Objectives & Strategies
- Setting Objectives & Targets
- Development of Strategies

Structural, Market & Environment Analysis:

- Analysing the Environment
- Nature of the Marketing Environment
- Micro & Macro-Environmental Analysis
- Approaches to Environmental Analysis

Market Segmentation, Targeting & Positioning:

- Nature & Purpose of Market Segmentation
- Bases for Segmentation
- Approaches to Segmenting Industrial Markets
- Market Targeting
- Product Positioning

Formulation of Strategy; Analysing the Product Portfolio:

- The Development of Strategic Perspective Models of Portfolio Analysis
- Market Attractiveness

Formulation of Strategy; Generic Strategies for Leaders, Followers, Challengers & Nichers:

- Types of Strategy, Porter's Strategies
- Identifying Potential Competitive Advantages

- Strategies for Market Leaders, Market Challengers, Market Followers & Market Nichers
- Dangers of Strategic Wearout

Pricing Policies & Strategies:

- Role & Significance of Price
- Approaches to Price Setting
- Pricing Objectives
- Pricing Methods
- Using Price as a Tactical Weapon
- Offensive Pricing

Promotional Plan:

- The Promotional Mix
- Integrating the Elements of the Promotion Mix
- Advertising Plan
- Planning for Personal Selling

Distribution Plan:

- Distribution Audit
- Distribution Objectives
- Distribution Strategies
- Evaluation & Control

Criteria of Choice in Decision Making:

- Financial & Non-Financial Criteria
- Multiple Criteria, Modelling Approaches
- Financial & Non-Financial Plans

Strategic Implementation & Control:

- Marketing Feedback & Control Systems
- Basic Control Concepts & Their Application Throughout the Planning & Implementation Process Problem Areas & Organisational Considerations
- The Role of Internal Marketing, Management Controls, Budget, Networks, Performance Evaluation, Ratio Analysis, Corrective Responses, Bench-Marking
- The Auditing Process

Reading List Main Text:

Strategic Marketing Management: Planning Implementation & Control - Wilson, Gilligan & Pearson (Butterworth Heinemann)

Alternative Texts and Further Reading:

Marketing Management - Philip Kotler (Prentice Hall)

Marketing Plans: How to Prepare Them, How to Use Them - McDonald MHB (Butterworth/Heinemann)

20. Business Policy and Management

Main Aim(s) of the Unit:

The unit introduces the student to a range of studies which are useful in understanding people in the workplace. It examines the concept of management within the global business environment and through the appraisal of business cases, a variety of approaches are considered.

The unit prepares students for their likely future roles as managers in organisations. It encourages them to synthesize knowledge and experience gained in other units by considering competing perspectives on the nature of management. It encourages them to reflect upon the contribution that they might make as individuals to the management process, and to

explore their own skills as potential managers, within the context of their peer group. The unit touches practical, moral and ethical dimensions of the management role and examines the key problems and dilemmas that may emerge for stakeholders in contemporary organisations.

Main Topics of Study:

The Organisational Background to Business Administration

The Management Framework to Business Administration

- What are Business Administration and Management?
- The Board of Directors
- Functions within an Organisation
- The 'Systems' Approach to Organisation
- Planning-Control Feedback Cycles

Characteristic Features of Organisations

- The Structure of Organisations and the Need for Authority
- The Features of Bureaucratic and Non-Bureaucratic Organisations
- Traditional Principles and Types of Organisation
- More about Systems & Subsystems

The Structure of Business Enterprises

- The Pattern of Organisations
- Business Types including; Sole-Trader Enterprises, Partnerships, Limited
- Partnerships, The Limited Liability Company, Non-Profit-Making Units (Clubs & Societies), Public Enterprises
- Public Sector Organisations; Autonomous Public Corporations, Nationalised Industries, Local Government Institutions, Central Government Departments

Functions within Organisations

The Production Function:

- The Production Process and Types of Production
- Site Selection & Factory Planning
- Plant & Equipment
- Materials & Materials Handling
- Production Administration
- Costing Aspects of Production
- Work Study
- Maintenance & Production
- CAD, CAM & CIM

The Purchasing Function:

- The Nature of Purchasing and the Role of the Purchasing Officer
- Purchasing Department Procedures, Inventory Control, Stores Control and Economic Order Quantity

The Research & Development Function:

- The Functions of the Research & Development Department
- Basic Research
- Problem-Based Research
- Ideas Generation
- Applied Research & Development
- Patents, Trade Marks & Service Marks
- Research & Development in the Business Organisation

The Marketing Function:

- Introduction to Marketing and The Marketing Philosophy
- Market Analysis & Research
- Promotion, Publicity & Public Relations
- Pricing Policy
- Credit Control
- Sales Administration
- Transport & Distribution (Logistics)
- Export Marketing

Personnel Department:

- The Need for Staff
- The Functions of the Personnel Department and a Personnel Policy
- Employee Records
- Promotion, Transfer, Termination & Dismissal

The Administrative Officer's Role

- Industrial Relations Practice
- The Remuneration of Staff

Office Administration:

- The Role of the Administrative Officer
- Facilities Management - The 'New-Look' Office Administrator
- The Office & its Functions
- The Clerical Function, Business Correspondence, Mail Inwards, Mail Outwards, Systems for Producing Business Correspondence.
- Meetings, Conferences, Functions and Delegation

Other Responsibilities of the Administrative Officer:

- The Organisation & Methods Department
- Security Aspects of Business
- Risk Management
- The Environment of Organisations
- What is a Claimant?
- Assessing the Impact of Claimants

Learning Outcomes for the Unit

On successful completion of this unit students will be able to:

1. Provide critical evaluation of the major functional areas of a business and describe their interrelationship.
2. Evaluate competing perspectives on the nature of management as both a function and process within organisations
3. Discuss the concept of managerial power and authority, in the context of the work of individual managers, and organisations within their social and cultural contexts.
4. Discuss models of managerial decision-making
5. Discuss the development of organisations in their historical, social and cultural contexts, and the choices that this creates for the management of organisations
6. Explain the process of organisational change and development.
7. Discuss management as a moral and ethical process
8. Demonstrate an appreciation of the role of the Administrator as part of the Managerial process

21. Customer Relationship Management: (Case Study)**Learning Outcomes and Indicative Content:**

Candidates will be able to:

1. Understand and explain the growing significance of customer service as a key dimension of organisational performance

- 1.1 Acknowledge the various purposes of customer service, both reactive (problem-solving) and proactive (relationship-building)
 - 1.2 Distinguish between the key concepts in the vocabulary of customer service, e.g. 'customer', 'user' and 'purchaser'
 - 1.3 Recognise what is meant by the key terms used in the application of customer service, e.g. 'customer satisfaction', 'service quality' and 'customer delight'
 - 1.4 Appreciate the significance of customer service as a source of organisational advantage, through the service/profitability cycle (Reichheld) and the importance of the lifetime customer, leading to enhanced levels of customer loyalty, customer retention, customer repurchasing and customer acquisition
 - 1.5 Examine the dangers and disadvantages likely to result if customer service is ignored or neglected (even for businesses that compete primarily on the basis of price)
2. Describe and assess the ways in which the power of the customer continues to grow and evolve
 - 2.1 Evaluate the economic influences on the power of the customer, e.g. increasing levels of discretionary income and the impact of the globalised economy
 - 2.2 Evaluate the political influences on the power of the customer, e.g. privatisation and the deliberate creation of more competitive environments
 - 2.3 Evaluate the social influences on the power of the customer, e.g. higher levels of education leading to a more sophisticated set of expectations, the impact of diversity and equal opportunities, and the expansion of consumer groups
 - 2.4 Evaluate the technological influences on the power of the customer, e.g. the Internet and e-commerce
 - 2.5 Evaluate the legal influences on the power of the customer, e.g. consumer protection, awareness of consumer rights and the effect of regulatory agencies
 - 2.6 Evaluate the ethical and moral influences on the power of the customer, e.g. the degree to which authentic levels of reciprocal trust can be created between organisations and customers
3. Understand the ingredients involved in the 'customer experience'
 - 3.1 Describe the principal factors that create customer satisfaction, customer dissatisfaction and customer delight
 - 3.2 Appreciate that the customer experience represents a combination of customer expectations, the service transaction itself, and the service outcomes (as perceived by the customer)
 - 3.3 Explore the concept of the 'moment of truth' in its customer-service setting, i.e. the content of the service transaction
 - 3.4 Show how the best-managed and led organisations create positive customer experiences from a mixture of efficient infrastructure (processes, systems and technology) plus effective differentiators (primarily through committed people)
4. Recognise how organisations can generate a world-class level of customer service and a resultant reputation for world-class service excellence
 - 4.1 Define what 'world-class' means in a customer service context, with special reference to the four elements of 'world-class' customer service (Johnston)
 - 4.2 Distinguish organisations that justify the label 'world-class' and analyse what they do that sets them apart from others
 - 4.3 Outline and justify the benefits arising from 'world-class' customer service – for the organisation, its employees, its customers and its other stakeholders.
5. Show how service leadership and strategy drive service performance in the organisation
 - 5.1 Create appropriate high-level standards promoting service excellence, through a 'Big Idea', a mission, vision and core values
 - 5.2 Encourage a climate of continuous improvement and restless dissatisfaction with the status quo, through role-modelling, benchmarking and the development of positive approaches to learning
6. Resolve issues concerning the organisation and delivery of customer service in the organisation and the creation of a customer-centred culture
 - 6.1 Assess ways of ensuring that there is effective co-operation with other corporate functions, especially those that are also customer-facing (Marketing and Sales)
 - 6.2 Consider the factors for and against the establishment of a specific Customer Services function
 - 6.3 Develop methods for generating customer-focused attitudes and behaviours throughout the organisation, with special reference to the performance of customer service internally
 - 6.4 Evaluate the risks and benefits associated with outsourcing and offshoring for service support roles or directly customer-interactive facilities
7. Design relevant HRM policies, strategies and practices for the service-focused enterprise
 - 7.1 Develop recruitment and selection approaches that enable the organisation to identify people with appropriate attitudes and capabilities for the effective performance of service/support roles
 - 7.2 Create induction, learning, training and development schemes that inculcate the organisation's central customer service values, its 'Big Idea' and its required service behaviours

7.3 Produce reward and recognition systems that acknowledge and celebrate success and progress in the customer service arena, for both individuals and teams

7.4 Build service priorities into all aspects of the organisation's performance management and appraisal mechanisms

8. Describe and evaluate ways to manage and motivate people for service excellence

8.1 Understand the pivotal position of the customer service manager and/or team leader in stimulating high levels of commitment and engagement among customer-facing staff, and the techniques used to achieve this outcome

8.2 Evaluate the principles of job design in a customer service context:

standardisation and 'scripting' versus empowerment, discretionary behaviour and role autonomy

8.3 Recognise the importance of career patterns and structures for customer service

9. Understand the significance of Information Technology (IT) as an enabler of efficient service delivery

9.1 Describe and explain the contribution of IT to the design, maintenance and improvement of customer service systems

9.2 Examine the current status and future potential of e-service and other forms of remotely-administered customer service

10. Assess various mechanisms for managing and improving the organisation/customer interface

10.1 Describe and discuss the various ways in which customer categories may be classified (segmented) and the implications for customer service

10.2 Understand the importance of creating and implementing efficient and effective procedures for encouraging, managing and responding to customer complaints

10.3 Consider the benefits of personalised service customization (tailoring customer service to each specific customer)

10.4 Appreciate the range of mechanisms for handling difficult customers and for resolving customer/supplier conflict

11. Describe the ways in which organisations may communicate with their customers, and customers may communicate with organisations

11.1 Acknowledge the benefits of measuring the organisation/customer relationship through 'the lens of the customer' (Johnson and Gustafsson)

11.2 Discuss and evaluate a range of methods through which organisations may communicate with customers: published service commitments and promises, product/service information etc

11.3 Discuss and evaluate a range of methods through which customer feedback may be solicited and utilised by organisations: questionnaires, interviews, focus groups etc

12. Assess the application of customer service values in specific contextual settings

12.1 Compare the application of customer service between business to-business (B2B) and business-to-consumer (B2C) organisations

12.2 Determine the degree to which any special considerations affect the implementation of customer service values in the public sector as opposed to private enterprise

12.3 Evaluate the practice of customer service across differing distribution channels, with special reference to Internet-based and 'virtual' product/service suppliers

Assessment Criteria:

Assessment method: written examination

Length of examination: three hours opened-book written examination comprising one compulsory question on a seen case study.

Assignment of 10,000 words reflecting on their personal development within the learning process – reflective log.

Recommended Reading

Johnston R and Clark G, *Service Operations Management* (2005), FT/Prentice-Hall, 2nd edition

Faulkner M, *Customer Management Excellence: Successful Strategies from Service Leaders* (2003), Wiley

Shaw C, *Revolutionize Your Customer Experience* (2004), Palgrave Macmillan

Shaw C and Ivens J, *Building Great Customer Experiences* (2004), Palgrave Macmillan