



BROWARD COLLEGE COURSE OUTLINE

LAST REVIEW: 2009-10

NEXT REVIEW: 2014-15
2014-2015)

STATUS: A
A

COURSE TITLE: Customer Relations for Managers

COMMON COURSE NUMBER: MAN 3162

CREDIT HOURS: 3

CONTACT HOUR BREAKDOWN

(per 16 week term)

CLOCK HOURS:

(Voc. Course ONLY)

Lecture: **48**

Lab:

Clinic:

Other:

PREREQUISITE(S): None

COREQUISITE(S): None

PRE/COREQUISITE(S): None

COURSE DESCRIPTION: This course focuses on relationship building for all customers of an organization. The impact of culture and diversity on business relationships, successful negotiation strategies, and promotion of the organization through media relations are discussed. Emphasis is placed on the manager's role in improving customer relationships by creating a customer-focused, organizational climate.

UNIT TITLES

1. The Nature and Purpose of Customer Relations in Modern Organizations
2. The Identification of our Customers and Determining their Needs and Expectations
3. The Organization's Activities and Tools for Creating Value and Customer Satisfaction
4. The Assessment of the Quality of Existing Customer Relationships within the Organization
5. The Improvement of Customer Relations through Management and Organizational Change
6. The Improvement of Customer Relations by Improving Customer Communications

EVALUATION:

Students may be evaluated using a combination of the following:

Quizzes, Exams, Tests, Written Case Analyses, Performance in Local, State, Regional, and National Competitions, Presentations, Portfolios, Discussions, Class Participation, Attendance, Projects, Cooperative Work Study, Internships, Practica, and Research Studies.

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UNITS

Unit 1: The Nature and Purpose of Customer Relations in Modern Organizations

General Outcome:

- 1.0 The student shall understand the concepts of customer relations, customer relationship management and customer service. The student shall explain how good customer relations benefit the customer and the organization.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 1.1 Define customer relations, customer relationship management and customer service.**
- 1.2 Describe the related concepts of customer relations, customer relationship management and customer service and explain the differences among these concepts.**
- 1.3 Describe the causal relationship between customer satisfaction and the achievement of an organization's objectives.**
- 1.4 Identify factors that create customer loyalty.**
- 1.5 Use principles of good customer relations to improve customer satisfaction and to build customer loyalty.**
- 1.6 Explain how providing better customer relations can create a competitive advantage.**
- 1.7 Discuss reasons why a program to improve customer relationships must be an organization-wide effort across all departments and among all levels of employees and management.**
- 1.8 Define the concept of and identify potential sources of departmental sub-optimization.**
- 1.9 Illustrate with hypothetical or actual cases how departmental sub-optimization can damage the total customer experience.**
- 1.10 Present an argument to any employee as to why his job can directly or indirectly impact the organization's customer relations.**
- 1.11 Discuss the attributes of a product-focused organization and compare them to those of a customer-focused organization.**

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Unit 2: The Identification of our Customers and Determining their Needs and Expectations

General Outcome:

- 2.0 The student shall understand the various types of customers that an organization serves and recognizes how the needs, wants and expectations of these diverse groups may differ. The student will recognize how an organization's activities may need to be customized to satisfy the various market segments served.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 2.1 Define the terms external customer and internal customer.**
- 2.2 Explain why individuals or entities who do not buy products or services from an organization can and should still be considered customers in the broadest sense of the term.**
- 2.3 Define the term organization stakeholder and enumerate the various types of stakeholders with whom an organization may have relationships.**
- 2.4 Understand the nature and purpose of market segmentation.**
- 2.5 Summarize the major bases of consumer and organizational market segmentation.**
- 2.6 Practice market segmentation techniques based on secondary market data.**
- 2.7 Identify demographic variables in prospective customers (age, sex, income, religious affiliation, national origin, etc.) and give examples of how these variables may relate to variation in customer needs, wants and expectations.**
- 2.8 Compare the practice of differentiated marketing (market segmentation) with that of undifferentiated marketing (mass marketing) and explain which is more likely to create customer satisfaction and why.**
- 2.9 List several types of expectations that customers hold beyond that of receiving a quality product or service at a fair price.**
- 2.10 Hypothesize about the existence of special consumer expectations that are unique to some consumer market segments and support each hypothesis with arguments based on generally accepted knowledge of human motivation and behavior.**
- 2.11 Explain the concepts of customer life cycle and customer lifetime value.**

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Unit 3: The Organization's Activities and Tools for Creating Value and Customer Satisfaction

General Outcome:

- 3.0 The student shall demonstrate an awareness of the vast array of activities and tools available to an organization that have potential to create customer satisfaction and value. The student shall understand that beyond the traditional "Four P's" of the marketing mix, customer satisfiers include: service after the sale, fair and courteous negotiations, clear and honest communications, prompt response to customer inquiries, fair resolution of conflicts and complaints, and employees who are reliable, ethical and who act with integrity.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 3.1 Describe specific organization activities that create value for the customer.**
- 3.2 Define the "Total Product Concept".**
- 3.3 Identify and distinguish between core product variables and auxiliary product variables.**
- 3.4 Explain how auxiliary product variables such as brand image, warranty, service after the sale, installation, training, return policies, user friendly packaging and green product initiatives may lead to greater customer satisfaction and repeat business.**
- 3.5 Use customer value creating tools other than price discounts to reach agreement during sales negotiations.**
- 3.6 Apply basic principles of buyer-seller negotiations in a manner that will achieve the organization's objectives and satisfy customers.**
- 3.7 Identify common sources of customer dissatisfaction stemming from negative attitudes and employee behavior including discourteous treatment, lack of interest in a customer's problems, failure to recognize the value of the customer's time, inability to provide accurate information, failure to keep promises, failure to follow-up on customer issues, failure to respond to customer inquiries, etc.**
- 3.8 Resolve customer problems in a manner that builds stronger bonds between the customer and the organization.**
- 3.9 List goodwill-generating activities available to an organization and describe how each may be used to improve customer relations with diverse cultural market segments and special interest groups.**
- 3.10 Differentiate between and among behaviors that are unprofessional, unethical or illegal.**

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- 3.11 Explain how ethical behavior, professional conduct, and compliance with the law in all matters are essential components for building customer trust.**
- 3.12 Identify technologies available to provide better customer service in the day-to-day interactions with an organization such a self-service option, 24-hour automated information access, online Internet transactions, etc.**
- 3.13 Discuss the benefits of developing and maintaining a customer data base that will allow employees to access customer profiles, preferences and past sales transaction data.**
- 3.14 Create a list of data fields that would be useful in a customer database for a particular organization and customer group.**

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Unit 4: The Assessment of the Quality of Existing Customer Relationships within the Organization

General Outcome:

- 4.0 The student shall be able to develop a program to assess the current level of customer satisfaction with an organization and to measure that organization's success at creating good customer relationships.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 4.1 Identify and describe methods of assessing an organization's effectiveness in creating positive customer relations.**
- 4.2 Determine which methods of data collection are most appropriate to obtain the data needed to evaluate any given aspect of an organization's current customer relations efforts.**
- 4.3 Define primary and secondary data and cite the advantages and disadvantages that are typically associated with each type.**
- 4.4 Compare and contrast the observation, experimentation and survey methods of data collection.**
- 4.5 Observe employee behavior in various customer encounters and evaluate the appropriateness of each behavior in terms of its impact on the organization's goals of improving customer relations.**
- 4.6 Develop appropriate research methods for use in a study of the quality of customer relations between an organization and its customers.**
- 4.7 Design a customer satisfaction survey instrument.**
- 4.8 Implement a customer satisfaction survey: Collect primary data, process the data, analyze the data to generate information, interpret the information, test hypotheses, draw conclusions and present results.**
- 4.9 Analyze customer comments to detect underlying feelings of dissatisfaction with the organization.**
- 4.10 Analyze financial statements and sales data to identify problems that could stem from poor customer relations (high customer turnover, sales declines in select market segments, low dollar volume per sales transaction, etc.).**
- 4.11 Compare financial statements and sales data to industry standards where available.**
- 4.12 Review an organization's mission statement, vision statement, policies and procedures and job descriptions to assess the degree to which the organization can be categorized as a customer-centric organization.**

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- 4.13 Judge the appropriateness of company policies and procedures pertaining to customer relations in terms of their potential for encouraging employees to build positive customer relationships.**
- 4.14 Conduct employee exit interviews to obtain candid opinions about an organization's practices.**
- 4.15 Understand the nature and use of customer and employee focus groups as tools for identifying customer relations problems.**
- 4.16 Design a variety of activities and venues that allow and encourage customers to provide feedback to the organization regarding its performance and their level of satisfaction.**

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Unit 5: The Improvement of Customer Relations through Management and Organizational Change

General Outcome:

- 5.0 The student shall assemble information and results obtained from an assessment of an organization and use the information and results to develop recommendations for improving customer relations through changes in operations, management structure, organizational structure and the organization's written plans - mission, vision, policies and procedures.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 5.1 Write or revise mission and vision statements in a manner that shifts the organization's focus from products to customers.**
- 5.2 Write or revise organization policies and procedures in a manner that emphasizes the importance of building good customer relations and that encourages employees and management to make customer relations improvement a high priority.**
- 5.3 Criticize specific policies and procedures that may lead to poor customer relations and develop revisions of such policies and procedures.**
- 5.4 Recommend new policies that address issues of importance to building and maintaining customer relationships.**
- 5.5 Devise techniques to motivate employees to provide better customer service.**
- 5.6 Invent rewards for employees at every level within an organization for ideas and actions that improve customer relationships.**
- 5.7 List employee attitudes and skills that are conducive to good customer relations.**
- 5.8 Suggest specific employee hiring criteria that will result in a more customer-friendly workforce.**
- 5.9 Locate professional development opportunities for employees to improve their customer relations skills and motivate employees to participate in these opportunities.**
- 5.10 Recommend types of remedial training for existing employees who demonstrate a deficiency in customer relations skills and attitudes.**
- 5.11 Suggest revisions to job descriptions and job duties that would place the responsibility for creating good customer relationships on a greater number of employees within the organization.**
- 5.12 Write a proposal to upper management for implementing recommendations.**

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Unit 6: Improving Customer Relations by Improving Customer Communications

General Outcome:

- 6.0 The student shall assemble information and results obtained from an assessment of an organization and use the information and results to develop recommendations for improving customer relations through changes in the organization's individual and mass communications.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 6.1 Explain why effective communication on an individual level and through mass media is crucial to establishing and maintaining good relations between an organization and its customers.**
- 6.2 Identify the types of channels that exist for communication between an organization and all of its customers.**
- 6.3 List common problems in oral communications (face-to-face or by telephone) and identify possible solutions to those problems.**
- 6.4 Diagram a basic communication process model.**
- 6.5 Investigate instances of communication breakdown to determine the causes and formulate plans for reducing the frequency of occurrence.**
- 6.6 Relate the basics of telephone etiquette.**
- 6.7 Discuss how the use of automated call answering and Automated Voice Response systems can improve customer communications.**
- 6.8 Discuss how the misuse of automated call answering and Automated Voice Response systems can result in customer dissatisfaction.**
- 6.9 Explain how being placed on hold for an excessive time period can lead to extreme customer dissatisfaction.**
- 6.10 Identify problems that occur with blind transfers of incoming calls.**
- 6.11 Determine when to utilize a paper letter or memorandum, an emailed letter or memorandum, a faxed letter or memorandum, an informal email, or a text message when communicating with customers.**
- 6.12 Describe the importance of a quick response to any form of communication from a customer.**

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- 6.13 Describe methods of improving communications with customers that have speech, hearing or visual impairments.**
- 6.14 List the various venues for mass communication from an organization to its customers.**
- 6.15 Discuss the advantages and disadvantages of each type of mass communication medium in terms of its capabilities and costs.**
- 6.16 Match mediums to particular communication tasks and intended audiences.**
- 6.17 Discuss the appropriate uses of direct mail, newspaper, magazine, catalog, directory, radio, television, outdoor, transit and internet advertising.**
- 6.18 Describe how the nature and tone of the advertising or public relations message communicated can positively or negatively influence the attitudes of the audience towards the organization.**