



Customer Service Manager qualification

Learning outcomes, assessment criteria and content guide

Learning outcomes		Assessment criteria	Guide to the module content
On completion of this unit, the learner will:		On completion of this unit, the learner can:	
Module 1	Introduction	None	<ul style="list-style-type: none"> Comprehensive course induction
Module 2	The importance of service excellence, what it is and how to implement it in teams	2.1 Identify the main components of excellent customer service.	<ul style="list-style-type: none"> Internal, external and corporate customers Components of customer service Service characteristics Levels of customer service – core, augmented and excellent Delivering the promise; Going the Extra Mile; Making it Personal; Keeping it Simple; Resolving Problems Well Developing and sustaining a reputation for service excellence The importance of managers/team leaders and teams Knowing and following the organisation's rules for customer service
		2.2 Demonstrate an understanding of the importance of customer service to an organisation's reputation and success.	
		2.3 Understand the role of the team leader or manager in leading a team to achieve excellent customer service.	
		2.4 Identify rules, including legislation, codes of practice and organisational procedures that should be followed by a customer service manager.	
Module 3	Mission, vision and values for teams and organisations delivering excellent service	3.1 Understand the purpose of an organisation's mission, vision and objectives.	<ul style="list-style-type: none"> The organisation's mission, vision and values Methods of communicating organisational values Purpose and aims of a customer service strategy Components of a customer service strategy Setting team and individual objectives Customer charters SMART objectives
		3.2 Understand the function of an organisation's customer service strategy.	
		3.3 Recognise how individual and team performance objectives can be derived from overall organisational objectives for customer service.	
		3.4 Identify a range of effective methods of communicating objectives in a team.	

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Module 4	Customer focus: what it is and how to build it	4.1 Recognise the distinguishing features of a customer focused team.	<ul style="list-style-type: none"> • Customer focus; Methods of gaining customer feedback • Feedback from internal and external customers • Improving customer feedback methods • In- depth interviews; Focus groups; Active listening • Customer feedback loop • Service standards; Creating service standards • Service level agreements • Service measurement • Customer service gap analysis
		4.2 Distinguish between internal and external customers.	
		4.3 Recognise effective methods of gathering and using feedback from customers.	
		4.4 Understand how service standards are used to help in the delivery of excellent customer service.	
Module 5	Developing skills in customer service teams	5.1 Recognise the key features of a customer focused approach to the organisation of human resources in a team.	<ul style="list-style-type: none"> • Customer focused approach to human resources • Emotional intelligence • Planning learning and development for customer based skills • Coaching skills and behaviours • Customer focused performance management • Organisational structure for customer service teams • Action centred leadership • Physical resources • Customer service systems and processes • Seamless service • Moments of truth
		5.2 Identify the key features of emotional intelligence in relation to customer service.	
		5.3 Identify appropriate organisational structures for a customer service team.	
		5.4 Recognise the importance of systems and processes for the delivery of excellent customer service.	

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Module 6	Team communication and management	6.1 Identify key features of communication in a customer focused team.	<ul style="list-style-type: none"> • Customer focused culture • Effective team communications • One- to- one communication • Communicating with partner organisations • Motivation • Maslow’s hierarchy of needs • Herzberg’s motivation theory • Motivating team members • Job enrichment • Delegation • Empowerment • Recognising and responding to diversity • Reward and recognition
6.2 Recognise how motivation can be achieved in a team.			
6.3 Understand how empowerment and delegation can be used by team leaders or managers to contribute to the delivery of excellent customer service.			
6.4 Recognise the key aspects of equality and diversity that impact upon customer service.			
6.5 Recognise how reward and recognition arrangements in a team can contribute to the delivery of excellent customer service.			
Module 7	Listen to and learn from customers	7.1 Understand how to listen to customers in order to identify potential and actual problems.	<ul style="list-style-type: none"> • Benefits of effective service recovery • The service delivery gap • Risk assessment in customer service; Risk management • Transactional analysis • Handling conflict • Handling complaints • Behaviour types • Belief cycle • Handling difficult customer service situations • Continuous improvement
7.2 Identify the key steps to defusing potentially difficult situations.			
7.3 Identify appropriate action to resolve customer service problems.			
7.4 Understand the importance of learning from customer service problems.			

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Module 8	Manage change and develop partnerships	8.1 Identify the main features of change in an organisation.	<ul style="list-style-type: none"> • Managing change • Preparing for change • Barriers to change • Politics • Service partnerships
		8.2 Identify typical barriers to change.	
		8.3 Understand key tactics to assist a team leader or manager in achieving desired changes.	
		8.4 Show an understanding of the importance of service partnerships in a team delivering excellent customer service.	
Module 9	Understand technological opportunities for improving service	9.1 Understand the role of innovation in helping a team to deliver excellent customer service.	<ul style="list-style-type: none"> • Innovation • Empowerment • Technology • Improving customer service within the rules
		9.2 Recognise the importance of keeping to the rules when improving customer service.	
		9.3 Understand how technology may be used to improve service for customers.	
Module 10	Developing the right skills and personal approaches for service excellence in a team	10.1 Identify the skills of emotional intelligence that are relevant to customer service.	<ul style="list-style-type: none"> • Self-development • Personal vision statements • Personal and professional development planning • Leadership • Time management • Informal learning • Professional institutes
		10.2 Demonstrate an understanding of the effects of submissive, assertive and aggressive behaviours on others.	
		10.3 Understand how personal attitude, health and emotional state affect your ability to deliver excellent customer service.	
		10.4 Plan and carry out activities that are needed for your own professional development.	