

BSBEBUS408A Online Customer Service

Department: Department of Management

Course: Certificate IV in e-Business

Semester / Year: Semester 2, 2003

Learner Group: Full-Time Students

Learning Outcomes

The aim of this module is to enable students to:

- Implement online customer service policy.
- Develop and enhance customer relationships using online means.
- Integrate online customer services into business processes.
- Monitor and continuously improve online customer services.

If you want to see a copy of the performance criteria for this competency please see your class teacher or course coordinator.

Full competency documentation can be found under the Business Services Training Package:
<http://www.ntis.gov.au/>

Lecturers

Alex Burns (aburns@swin.edu.au) is a Master's student with the Australian Foresight Institute (<http://www.swin.edu.au/afi>). He edits the US-based Disinformation® site (<http://www.disinfo.com>), and has worked for health and publishing industry clients.

Jan Johnston (jjohnston@swin.edu.au) teaches Online Customer Service at the Lilydale campus.

Course Co-ordinator

Sue Tomkinson (stomkinson@swin.edu.au)

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Requests for Recognition of Prior Learning (RPL) are handled by Sue Tomkinson.

Department

Department of Management

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Teaching Methods

A facilitated seminar format is employed, using lecture, discussion and group modalities. Students will need to analyse and integrate issues relevant to the seminar topics. Lecturers will expand and illustrate important topic concepts. Students will need to be familiar with the **Set Readings** before coming to the seminars.

Attendance

Attendance at 80% of seminar classes and involvement in your group Issues Presentation (four classes from 20 October to 14 November 2003) are compulsory and hurdle requirements by Swinburne TAFE for the subject. Students not fulfilling these requirements will not pass the subject. Please contact us if there is a problem; we will need a medical certificate in most cases. The Swinburne TAFE policy on attendance can be found here:
<http://www.tafe.swin.edu.au/admin/docs/Attendance.htm>

Expectations

We expect you to be seated ready to commence class on time. You should expect your lecturer to start and finish classes on time.

We expect assignments to be submitted when due. Assignments should observe the stated word limits. You should expect return within two weeks and significant feedback on both the cover sheet and throughout the assignment.

We expect you to be proactive in seeking advice and assistance. You should expect helpfulness and responsiveness from all teaching staff.

We expect you to take an active part in class discussions. You should expect opportunity and encouragement to discuss issues and class activities.

Accelerated Learning Skills

Will you take the red pill or the blue pill? Accelerated learning skills can help you make the decision. Tony Buzan's writings (<http://www.mind-map.com/>) on mind mapping and speed reading will prove useful to 'chunk' the different theories, thinkers and policies in seminars. Buzan's *The Mind Map Book* (London: British Broadcasting Corporation, 2000) is a good start. Edward de Bono's research on how the brain processes information (<http://www.edwdebono.com/>) led to practical tools on 'lateral thinking' like *Six Thinking Hats* (London: Penguin, 1990) and *Serious Creativity* (London: Fontana, 1993). Sheila Ostrander and Lynn Schroeder's *Superlearning* (London: Book Club, 1984) surveys accelerated learning techniques.

Neuro-Linguistic Programming (<http://www.nlp.org/>) is also worth looking at. NLP is used by top customer service and sales staff. Harry Alder and Beryl Heather's *NLP In 21 Days* (London: Piatkus Books, 2000), and Steve Andreas and Charles Faulkner's *NLP: The New Technology of Achievement* (New York: Quill Books, 1996) are two good introductory books. Also see Robert Dilts' online *Encyclopaedia of NLP* (<http://www.nlpuniversitypress.com/>). NLP is now a mini-industry. Books by L. Michael Hall and Bobby Bodenhamer represent the best value for money (<http://www.neurosemantics.com/>), although they are still rather expensive.

Assessment Marks

A letter grade will be awarded for all assignments based on the aggregate score ranges as follows:

HD	High Distinction	85% and above
D	Distinction	75-84%
C	Credit	65-74%
P	Pass	50-64%
N	Fail	0-49%

A pass grade means that the student has been judged to have satisfactorily completed all the tasks as set to TAFE subject standards. These are high and a pass should not be considered as an indication of sub standard work. A higher grade may be awarded if the quality of the work is judged as being of a superior or outstanding in nature.

Assessment Tasks

- *Assignment 1* Portfolio of evidence 35%
- *Assignment 2* Program for staff training 30%
- *Assignment 3* Case Study evaluation 35%

These units will be internally assessed and require a student to pass all elements.

This competency is a category S36 and as such will receive a Competent (CM) or Not Yet Competent (NYC) and will include a percentage mark.

Only first attempts for tests and assignments will receive a percentage mark above 50%.

For additional important information regarding assessment, please see General Course Information provided in folder at orientation.

In-depth details of the assessment tasks, including assignment sheets, will be handed out during seminars. They will be discussed in advance of the task deadlines. Any changes, together with advice of test, presentation and assignment due dates, will be advised within the class and you are responsible for keeping up-to-date with this information.

Assignment Format

Please ensure that each written assessment has a covering page detailing candidate/s names, student number/s, class day and time, lecturer, the title of the assessment and the number of words submitted (do not count appendices in your word count). Please ensure that you keep a duplicate copy of all work submitted. All work must be submitted to a high and consistent standard of presentation and layout (i.e. word processed and in professional typed format). Use double spacing for the main text and single spacing for long quotations.

Assignment Reference Format

Use Harvard or MLA formats for referencing documents.

- Harvard System: http://www.bournemouth.ac.uk/library/using/harvard_system.html
- MLA System: http://owl.english.purdue.edu/handouts/research/r_mla.html

You may also find the *Columbia Guide to Online Style* useful:
http://www.columbia.edu/cu/cup/cgos/idx_basic.html

Research and Report Writing Skills

Wayne Booth, Gregory Colomb and Joseph Williams' *The Craft of Research* (Chicago: University of Chicago Press, 1995) is an excellent resource on research skills (an updated edition has been released in 2003). William Strunk Jr. and E.B. White's *The Elements of Style* (4th ed) (Boston, MA: Allyn and Bacon, 1999) is an influential book on grammar.

Extensions

Penalty free extensions are only granted under specific circumstances, for instance, unforeseen emergencies or illness. Workload and travel are not considered exceptional. You need to organize and manage your time, in advance, to meet your study commitments. You may be granted an extension for a good (but not exceptional reason), but will incur a penalty mark, in fairness to students who do meet the task deadlines.

Plagiarism

Plagiarism is the action or practice of taking and using as one's own, the thoughts, writings or other work of someone else. Examples of plagiarism include copying a passage from a source, or another assignment, without acknowledgement; submitting identical assignments; or submitting work from an essay writing service. This is one of the most serious forms of academic misconduct.

Students can find Swinburne TAFE policies on assessment and appeals procedures at:
<http://www.swin.edu.au/corporate/registrar/ppd/files/stuinf.htm>

Dissatisfaction Procedure

Please see your lecturer if you are dissatisfied about about your assessment. If the matter is not resolved, please see the subject convener (Sue Tomkinson). We will do our best to achieve a mutually satisfactory outcome. The TAFE Student Administration Unit has information on appeal policies and procedures (<http://www.tafe.swin.edu.au/admin/>). Students with special needs should advise the lecturer or subject convener (if they have not already done so). You are welcome to discuss your suggestions or concerns, at any time, with your lecturer or the subject convener.

Seminar Readings

There are no prescribed textbooks for this subject. Suggested stationery: Dictionary, 4 x 3.5 high density, double sided disks, A4 size folder, a stapler.

You should also investigate the periodicals held in the TAFE library and the "How to find out" information sheets and booklets available at the information desk.

Set Readings will be given to each student in the previous week. They *must* be read before each seminar. Seminars will use a case study approach to examine specific companies, sites and case studies. Students should be prepared to suggest sites for group discussion in seminars, and to reflect on how these companies implement customer service. The format of the seminars requires that students have a sound prior knowledge of the material. Seminars are designed to supplement and illustrate the readings, not to substitute for them. Attending all seminars, completing the required reading, and contributing to discussions will almost definitely result in a *pass grade or higher*, provided all assignment tasks are handed in.

Optional Readings have been included for further research and industry knowledge. Some of the books can be found at Swinburne's Hawthorn and Prahran libraries.

Electronic Sources

Readings with URLs can be accessed on the World Wide Web. If the URL has changed, use the Google search engine (<http://www.google.com>) or The Wayback Machine (<http://www.archive.org>) to locate them. You may need a free copy of Adobe Acrobat Reader® (<http://www.adobe.com>) to view PDF (portable document format) readings. Swinburne library staff will be able to help you locate specific material using the library databases. You should have access to computer lab and library facilities at Swinburne TAFE to check e-mail and search the Internet using a broadband connection. Familiarity with Internet sources will help you to gain background knowledge on seminar material.

Nominal Hours for Seminars

Total nominal hours for this competency are 35 consisting of:

Classroom contact	21 hours
Monitored Project work	11 hours
Assignment Consultation	3 hours

Seminar Outline and Research Sources

Week 1: 14—18 July 2003

Implement Online Customer Service Policy The Online Customer Service Role

Online customer service draws upon traditional skills, and applies them in a new business environment. This seminar provides an overview of these connections, and provides students an opportunity to reflect on their past experience and career goals. The seminar outline, administrative details, and assessment tasks will be discussed. The case study approach, pioneered by Harvard Business School and Stanford Graduate School of Business, will be summarised. I will discuss my experiences with the US-based site Disinformation, and several incidents of customer service. Our responsibilities include usability issues, e-commerce queries, project management with regular site writers, and branding/relationship management. How does an online company attract different customers as its business model changes?

Set Readings

- Disinformation (<http://www.disinfo.com>).
- Salon (<http://www.salon.com>).
- Slate (<http://slate.msn.com>).

Optional Readings

NetSlaves (2000). 'Mainstreaming Conspiracies,' in *Wired Magazine* (April 2000). (<http://www.wired.com/news/business/0,1367,35358,00.html>).

Pescovitz, David (1998). 'Live from Bedlam,' in *Wired Magazine* (September 1998). (<http://www.wired.com/wired/archive/6.09/metzger.html>),

Week 2: 21—25 July 2003**Implement Online Customer Service Policy****The External View: Organizations, Markets and Lifecycles**

Online customer service staff are often at the forefront of their organizations. This seminar examines the external trends and transitions that companies are going through, including ‘flatter’ organizations and team-based environments. It provides students with the organizational context to understand why firms have shifted from a product to a customer-centric focus. Customer service is now more than being a function or department: it is an attitude that everyone in an organization must have, and must be constantly aware of. The link that customer service has with other cross-functional roles, including marketing, knowledge management, research and development, and product development will be discussed. Andrew Groves’ *Only The Paranoid Survive* and Ichak Adizes’ *Corporate Lifecycle* model will be discussed as useful ‘frames’ to understand these pressures, using the Pan Pharmaceuticals recall as an example. What happens to the customer service role when a company evolves too quickly? How has the Slashdot forum model, which shifts content creation to site visitors, challenged the online customer service role?

Set Readings

Conley, Chip (2001). ‘Customer Service: Employees As Entrepreneurs,’ in *The Rebel Rules*. New York: Simon & Schuster, pp. 177—192.

Kotler, Philip (2002). ‘Defining Marketing for the Twenty-First Century,’ in *Marketing Management* (11th ed). French’s Forest, NSW: Pearson Education, pp. 23, 28—29.

- Adizes Institute Lifecycle Model (<http://www.adizes.com>).
- Amazon (<http://www.amazon.com>).
- Australian Graduate School of Entrepreneurship (<http://www.swin.edu.au/agse/>).
- Peter Drucker (<http://www.peter-drucker.com/>).
- E-Bay (<http://www.ebay.com>).
- Gary Hamel (<http://www.leadingtherevolution.com/>).
- Microsoft (<http://www.microsoft.com>).
- Plastic.com (<http://www.plastic.com>).
- Slashdot (<http://www.slashdot.org>).

Optional Readings

Adizes, Ichak (1999). *Managing Corporate Lifecycles: How To Get To And Stay At The Top*. Paramus, NJ: Prentice-Hall.

Evans, Philip and Thomas Wurster. *Blown To Bits: How the New Economics of Information Transforms Strategy*. Boston, MA: Harvard Business School Press.

Grove, Andrew S. (1999). *Only The Paranoid Survive: How To Exploit The Crisis Points That Challenge Every Company* (rev ed). New York: Doubleday.

Locke, Chris and Don Searls, Rick Levine and David Weinberger (2001). *The Cluetrain Manifesto: The End of Business As Usual*. New York: Perseus Books.

(<http://web.archive.org/web/20021001102218/http://www.gonzomarkets.com/cluetrain/>).

Mintzberg, Henry, Bruce Ahlstrand and Joseph Lampel (1998). *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. New York: Prentice—Hall.

Ramo, Joshua Cooper (1999). *Time Magazine Person of the Year: Amazon.com's Jeff Bezos*.

(<http://www.time.com/time/poy2000/archive/1999.html>).

Slywotzky, Adrian (1996). *Value Migration*. Boston, MA: Harvard Business School Press.

Week 3: 28—31 July 2003**Implement Online Customer Service Policy****The Internal View: Teams, Managers and Customers**

The changes in organisational dynamics that online customer service staff face also coincides with the increase in casual and part-time labour. This seminar will discuss why Charles Handy's 'portfolio' strategy and the *Free Agent Nation* philosophy became popular, for US-based customer service staff, as a form of 'career proofing'. Robert Fripp's 'small mobile intelligent unit' philosophy, which led in 1999 to innovative artist services, subsequently adopted by Phish and Pearl Jam, will be mentioned. Customer service perspectives from US management theorists Henry Mintzberg and Tom Peters will be explored. Stellar customer service people combine Mintzberg's 'informational' and 'entrepreneurial' roles, and provide feedback to decision-makers. Why did the American porn industry in Los Angeles create many innovations in online customer service? How did Australian banks, notably ANZ and Westpac, adopt many of these innovations for their clients? What makes Business-to-Business (B2B) different to Business-to-Customer (B2C)?

Set Readings

Lessard, Bill and Steve Baldwin (2000). 'Social Workers,' in *Netslaves: True Tales of Working The Web*. New York: McGraw-Hill, pp. 60—67.

Pink, Daniel (1998). 'Free Agent Nation,' *Fast Company*.
(<http://www.fastcompany.com/online/12/freeagent.html>).

- Stephen Covey (<http://www.covey.com/>).
- Henry Mintzberg (<http://www.henrymintzberg.com/>).
- Tom Peters (<http://www.tompeters.com/>).
- ANZ (<http://www.anz.com.au>).
- Google (<http://www.google.com>) and Google News (<http://news.google.com>).
- Kazaa (<http://www.kazaa.com>).
- Ritz-Carlton (<http://www.ritzcarlton.com/>).
- Westpac (<http://www.westpac.com.au>).

Optional Readings

- *Fast Company* (<http://www.fastcompany.com>).

Boldt, Laurence G. (1993). *Zen and the Art of Making a Living: A Practical Guide to Creative Career Design*. New York: Arkana.

Braunstein, Marc and Edward H. Levine (2000). 'The Online Customer Journey,' in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 194—203.

Handy, Charles (1995). 'Portfolios,' in *The Age of Unreason* (2nd ed). London: Arrow Business Books, pp. 183—209.

Handy, Charles (1998). 'Are Jobs For Life Killing Enterprise?,' in *Beyond Certainty: The Changing World of Organizations*. Boston, MA: Harvard Business School Press, pp. 87—92.

Handy, Charles (1998). 'Why There's Life After Work,' in *Beyond Certainty: The Changing World of Organizations*. Boston, MA: Harvard Business School Press, pp. 93—96.

PBS (2002). *American Porn*. Boston, MA: Public Broadcasting Service.
(<http://www.pbs.org/wgbh/pages/frontline/shows/porn/>).

Sterne, Jim (2001). 'Customer Service First,' in *World Wide Web Marketing: Integrating The Web Into Your Marketing Strategy*. New York: Wiley, pp. 59—72.

Tamm, Eric (1991). 'Out of Retirement – The Drive to 1981,' in *Robert Fripp: From King Crimson To Guitar Craft*. (<http://www.progressiveears.com/frippbook/>).

Week 4: 4—8 August 2003**Develop / Enhance Customer Service Relationship Using Online Means Using Emotional Intelligence (EI)**

The first generation of online customer service staff used forum discussions and emoticon signs on e-mail messages. Many lessons, such as the importance of timely responses, were adopted from traditional customer service organizations. A new generation, however, has embraced Emotional Intelligence (EI or EQ), as a more holistic approach. Popularised by author Daniel Goleman, EI draws on management, psychology, anthropology and other disciplines. EI enables online customer staff, via 'action at a distance,' to create strong emotional bonds with customers. It links together staff, team managers and customers in an integrated web. What lessons can we learn from Apple and Disney about the importance of emotions? How do team managers use EI to select staff?

Set Readings

Goleman, Daniel (1996). 'The Master Attitude,' in *Emotional Intelligence: Why It Can Matter More Than IQ*. London: Bloomsbury, pp. 78—95.

- 7 Lessons In Emotional Intelligence (<http://www.7eq.com/>).
- Consortium for Research on Emotional Intelligence (<http://www.eiconsortium.org/>).
- Emotional Intelligence (<http://eqi.org/>).
- EQ Directory (<http://www.eq.org/>).
- Apple (<http://www.apple.com>).
- Disney (<http://www.disney.com>).
- Hewlett-Packard (<http://www.hp.com>).
- Howard Bloom (<http://www.howardbloom.net>).
- IVillage (<http://www.ivillage.com/>).
- Metallica (<http://www.metallica.com/>).
- Public Enemy (<http://www.publicenemy.com>).
- Swinburne University Emotional Intelligence Test (SUIET) (<http://www.swin.edu.au/bioscieleceng/neuropsych/eq.htm>).

Optional Readings

Braunstein, Marc and Edward H. Levine (2000). 'Users Are Not Customers,' in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 149—152.

Goleman, Daniel (2003). *The New Leaders: Transforming the Art of Leadership into the Science of Results*. New York: Time Warner.

Goleman, Daniel (2002). *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston, MA: Harvard Business School Press.

Goleman, Daniel and Cary Cherniss (ed). (2001). *The Emotionally Intelligent Workplace*. San Francisco: Jossey-Bass.

Merlevede, Patrick E. (2002). *7 Steps to Emotional Intelligence*. Carmarthen: Crown Publishers.

Sterne, Jim (2001). 'Feedback,' in *World Wide Web Marketing: Integrating The Web Into Your Marketing Strategy*. New York: Wiley, pp. 145—175.

Week 5: 11—15 August 2003**Develop / Enhance Customer Service Relationship Using Online Means
Influencing With Integrity**

On the Internet, your customers are only one click away. So are your competitors. First generation sites adopted lessons from hospitality, telemarketing and used car salespeople. These models, consequently, influenced how the online customer service role was implemented in organizations. An effective organization needs to maximize the attention of its clients and customers, but to influence with integrity. This seminar outlines cutting-edge research on the biology and psychology of attention, how to attract it, and methods to create rapport. Neuro-Linguistic Programming (NLP), the secret of Anthony Robbins' success, is being used to enhance the customer service role, by enabling staff to understand the structure of subjective experiences. How have companies that have made the transition from 'bricks' to 'clicks' used these insights?

Set Readings

Davenport, Thomas and John Beck (2000). 'From Amoebas To Apes: The Psychobiology of Attention,' in *The Attention Economy: Understanding The New Currency of Business*. Boston, MA: Harvard Business School Press, pp. 54—71.

Davenport, Thomas and John Beck (2000). 'Command Performance,' in *The Attention Economy: Understanding The New Currency of Business*. Boston, MA: Harvard Business School Press, pp. 134—151.

'Managing Knowledge: An Interview With Thomas Davenport.'
(<http://www.educause.edu/ir/library/html/cem9813.html>).

- Neuro-Linguistic Programming (<http://www.nlp.org>).
- Neuro-Semantics (<http://www.neuro-semantics.com>).
- Robert Cialdini (<http://psych.la.asu.edu/people/faculty/rcialdini.html>).
- Robert Dilts: *Encyclopaedia of NLP* (<http://www.nlpuniversitypress.com/>).
- Douglas Rushkoff (<http://www.rushkoff.com>).
- Career One (<http://www.careerone.com.au/>).
- Charles Schwab (<http://www.schwabb.com>).
- E-Trade (<http://www.etrade.com>).

Optional Readings

Cialdini, Robert (1984). *Influence: How and Why People Agree to Things*. New York: Morrow.

Elgin, Suzette Anne (1989). *Mastering the Gentle Art of Verbal Self-Defence*. Englewood Cliffs, NJ: Prentice Hall.

Hagel III, John and Marc Singer (1999). 'Consumer Unbound,' in *Net Worth: Shaping Markets When Customers Make The Rules*. Boston, MA: Harvard Business School Press.

Mills, Harry (1999). *Artful Persuasion: How to Command Attention, Change Minds and Influence People*. Summer Park, QLD: MG Press.

Rushkoff, Douglas (1999). *Coercion: Why We Listen To What 'They' Say*. New York: Crown.

Zyman, Sergio (1999). 'What Do Bill Clinton, Princess Di, and Ramadan Have To Do With Selling Stuff?' in *The End of Marketing As We Know It*. New York: HarperBusiness, pp. 95—115.

Week 6: 18—22 August 2003**Develop / Enhance Customer Service Relationship Using Online Means
Customer Relationships and the Stewardship Ethic**

- First Submission of Portfolio.

The 'One-to-One' writings of Don Peppers and Martha Rogers have popularised Customer Relationship Management (CRM) tools for campaigns of mass customization. Early innovators frequently used databases to track customers. This de-emphasised the human element. This seminar critiques the 'One-to-One' approach, emphasizing both the promise, and problems, of mass customization tools. Peter Block's 'Stewardship' approach, in contrast, acknowledges the inner heart of the customer service role, and the implicit power relationship between buyer and seller. Cultivating the 'Stewardship' approach, in online and offline customer service, will enhance the relationship. It will also prevent the customer service role from changing into a covert sales role, which can anger customers and harm the organization in the long-term.

Set Readings

Allen, Cliff (2001). 'One-to-One Web Communities,' in *One-to-One Web Marketing: Build A Relationship Marketing Strategy One Customer At A Time*. New York: John Wiley & Sons, pp. 163—196.

Brown, Stephen (2001). 'Torment Your Customers (They'll Love It),' in *The Harvard Business Review on Marketing*. Boston, MA: Harvard Business School Press, pp. 127—142.

- Peppers and Rogers Group (<http://www.1to1.com/>).

Optional Readings

Block, Peter (1993). *Stewardship: Choosing Service Over Self-Interest*. San Francisco: Berrett-Koehler Publishers.

Braunstein, Marc and Edward H. Levine (2000). 'Values of Internet Connectivity,' in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 182—188.

Chaffey, Dave (2002). 'Relationship Marketing Using The Internet,' in *Internet Marketing: Strategy, Implementation, Practice* (2nd ed). New York: Financial Times, pp. 290—322.

Macdonald, John and Jim Tobin (1998). 'Customer Empowerment in the Digital Economy,' in Tapscott, David, Alex Lowy and David Ticoll (ed), *Blueprint to the Digital Economy: Creating Wealth in the Era of E-Business*. New York: McGraw—Hill, pp. 202—220.

Macdonald, John and Jim Tobin (1998). 'Cybercommunities: Better Than Being There?' in Tapscott, David, Alex Lowy and David Ticoll (ed), *Blueprint to the Digital Economy: Creating Wealth in the Era of E-Business*. New York: McGraw—Hill, pp. 298—316.

Peppers, Don and Martha Rogers (1997). *The One to One Future: Building Business Relationships One Customer At A Time*. New York: Currency Doubleday.

Peppers, Don and Martha Rogers (1999). *The One to One Fieldbook: The Complete Toolkit for Implementing a 1 to 1 Marketing Program*. Oxford: Capstone.

Sterne, Jim (2001). 'Value Added Marketing: It's Personal,' in *World Wide Web Marketing: Integrating The Web Into Your Marketing Strategy*. New York: Wiley, pp. 177—227.

Week 7: 25—29 August 2003**Integrate Online Customer Services Into Business Processes
The Dotcom Era**

The dotcom speculative bubble (1995—2000) popularized online customer service for investor relations and online stores. This seminar examines why the bubble occurred, how online customer service functions in the consultancies marchFIRST and Razorfish were affected, and what lessons were learnt. In both companies, the myth of ‘First Mover Advantage’ influenced management. Uncritical media coverage and business expectations also impacted on the way that customer service was delivered. Why did Razorfish almost self-implode when investors got angry at a bad quarterly earnings call? How could Razorfish’ founders, Jeff Dachis and Craig Kanarick have handled the situation differently? What are the ‘early warning’ signs of a dysfunctional organization?

Set Readings:

Burns, Alex (2002). *Dotcom Deathwatch*. Hawthorn, VIC: Australian Foresight Institute.

Lovink, Geert (2002). ‘The Rise and Fall of Dotcom Mania,’ in *Dark Fiber: Tracking Critical Internet Culture*. Cambridge, MA: MIT Press, pp. 348—369.

St John, Warren (2000). ‘Brattitude Adjustment,’ in *Wired Magazine* (September 2000).
<http://www.wired.com/wired/archive/8.09/razorfish.html>

- Razorfish (<http://www.razorfish.com>).
- *Razorfish Reports* (<http://reports.razorfish.com>).
- *FibreCulture* (<http://www.fibreCulture.org>).
- *First Monday* (<http://www.firstmonday.org>).
- *Nettime* (<http://www.nettime.org>).
- *Red Herring Magazine* (<http://www.redherring.com>).
- *Wired Magazine* (<http://www.wired.com>).

Optional Readings:

Cassidy, John (2002). *Dot.Con: The Greatest Story Ever Sold*. London: Penguin, 2002.

Lessard, Bill and Steve Baldwin (2000). *Netslaves: True Tales of Working The Web*. New York: McGraw-Hill.

Mackay, Charles (1841). *Extraordinary Delusions and the Madness of Crowds*.
<http://www.litrix.com/madraven/madne001.htm>

PBS (2001). *The Merchants of Cool*. <http://www.pbs.org/wgbh/pages/frontline/shows/cool/view/>

PBS (2002). *Dot.Con*. <http://www.pbs.org/wgbh/pages/frontline/shows/dotcon/view/>

Schwartz, Peter and Peter Leyden (1997). 'The Long Boom: A History of the Future, 1980—2020,' in *Wired Magazine*, vol. 5, no. 7.

<http://www.wired.com/wired/archive/5.07/longboom.html>

Week 8: 1—5 September 2003**Integrate Online Customer Services Into Business Processes
Deep Design and Knowledge Management**

Online customer service staff need to be aware of two emerging organizational functions that will impact on their role and process. Knowledge Management (KM), the process of gathering, structuring, storing and accessing information to build knowledge, integrates the customer service role into the rest of the organization. Many engineers and managers are also blind to the importance of Deep Design, where aesthetics and information architectures can subtly enhance the customer experience. This seminar explores how these two fields affect the online customer service role. Staff must learn to live in ambiguous and changing situations, analyze and solve problems in real-time, and filter vast amounts of information. Grasping how ‘tacit’ knowledge is transformed into ‘implicit’ understanding, which US companies learnt from Japanese firms, can also help customer service staff make the future transition to a managerial role.

Set Readings

Davenport, Thomas and John Beck (2000). ‘You’ve Got (Lots And Lots of) Mail,’ in *The Attention Economy: Understanding The New Currency of Business*. Boston, MA: Harvard Business School, pp. 188—203.

Foster, Rusty (2003). ‘Understanding Information Architecture,’ in *Online Journalism Review* (<http://www.ojr.org/ojr/technology/1042357331.php>).

Kramer, Staci D. (2002). ‘Accessibility In Times of Crisis,’ in *Online Journalism Review*. (<http://www.ojr.org/ojr/reviews/1017789765.php>).

- IndyMedia Network (<http://www.indymedia.org>).
- Jacob Nielsen (<http://www.useit.com/>).
- David Siegel (<http://www.dsiegel.com>).
- KMNetwork (<http://www.brint.com/km/>).
- KMWorld (<http://www.kmworld.com/>).
- Knowledge Management Forum (<http://www.km-forum.org/>).
- Knowledge Management Research Center (<http://www.cio.com/research/knowledge/>).
- Knowledge Management Resource Center (<http://www.kmresource.com/>).

Optional Readings

Boyet, Joseph H. and Jimmie T. Boyett (2001). *The Guru Guide To The Knowledge Economy*. New York: John Wiley and Sons.

Braunstein, Marc and Edward H. Levine (2000). ‘E-Marketing Communication,’ in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 280—325.

Siegel, David (1997a). *Secrets of Successful Web Sites: Project Management On The World Wide Web*. Indianapolis, IN: Hayden Books.

Siegel, David (1997b). *Creating Killer Web Sites: The Art of Third-Generation Site Design* (2nd ed). Indianapolis, IN: Hayden Books.

Week 9: 8—12 September 2003**Integrate Online Customer Services Into Business Processes****Managing Change, People, and Processes**

- Assignment Number 2.

A ruthlessly 'high-tech' economy requires an equally 'high-touch' approach. Online customer staff need to sometimes manage 'up' the organization, which includes the ability to see crises and problems from a managerial role. Being aware of intangibles like an organization's brand and public image is also necessary. This seminar explores how global consulting firms such as McKinsey have cultivated change to manage people and processes. What kind of change is necessary? How can customer service staff and their managers know when change must occur? What are the options for strategic intervention in an organization? How can the change process be integrated, continuously, into an organization?

- Boston Consulting Group (<http://www.bcg.com/>).
- Deloitte Touche Tohmatsu (<http://www.deloitte.com/>).
- McKinsey & Company (<http://www.mckinsey.com/>).
- *McKinsey Quarterly* (<http://www.mckinseyquarterly.com/>).
- PricewaterhouseCoopers (<http://www.pwcglobal.com/>).

Set Readings

Davis, Stan and Christopher Meyer (1998). 'People: Manage Your Stock Price And Your Career Will Take Care Of Itself,' in *Blur: The Speed of Change in the Connected Economy*. Reading, MA: Addison—Wesley, pp. 144—174.

Goleman, Daniel (1996). 'Managing With Heart,' in *Emotional Intelligence: Why It Can Matter More Than IQ*. London: Bloomsbury, pp. 148—163.

Peters, Tom (1997). 'A Brand Called You,' in *Fast Company* (August—September 1997). (<http://www.fastcompany.com/online/10/brandyou.html>).

Optional Reading

Aldrich, Douglas F. (1999). 'Transforming Into The Value-Based Organization,' in *Mastering The Digital Marketplace: Practical Strategies for Competitiveness in the New Economy*. New York: John Wiley & Sons, pp. 140—186.

Beck, Don Edward and Christopher C. Cowan (1996). 'Change and the Spiral,' in *Spiral Dynamics: Mastering Values, Leadership and Change*. Cambridge, MA: Blackwell Business Publishers, pp. 71—103.

Block, Peter (2000). *Flawless Consulting: A Guide to Getting Your Expertise Used* (2nd ed). San Francisco: Jossey-Bass Pfeiffer.

Braunstein, Marc and Edward H. Levine (2000). 'Stand By Your Brand: Customer Loyalty On The Internet,' in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 153—157.

Hames, Richard David (1994). *The Management Myth: Exploring the Essence of Future Organizations*. Chatswood, NSW: Business & Professional Publishing.

Hames, Richard David (1997). *Burying the 20th Century: New Paths for New Futures*. Warriewood, NSW: Business & Professional Publishing.

Week 10: 15—19 September 2003**Review**

A summary to-date of key concepts and themes discussed throughout the course, with further tips on practical implementation in organizations. This seminar will use a hands-on simulation approach for you to workshop scenarios of online customer service.

TERM BREAK

Week 11: 6—10 October 2003**Monitor and Continuously Improve Online Customer Service
The Learning Organization**

The 'learning organization' perspective on transforming organizations, popularized by Peter Senge and Aries de Geus, has become one of the most influential business theories of the past decade. At the core of 'learning organizations' is continuous improvement, open flows of internal information, and an awareness of common process archetypes. This seminar will explore how chaos theory and systems thinking can be used by online customer staff to manage complex situations (remember the 'Butterfly Effect'?). Systems thinking is a notable tool, because the problems that staff encounter are often the result of multiple factors. Understanding these tools will enhance problem-solving abilities and enable staff to meet customers' needs with greater efficiency.

Set Readings

Brown, John Seely and Paul Duguid (2000). 'Practice Makes Process,' in *The Social Life of Information*. Boston, MA: Harvard Business School Press, pp. 91—115.

Brown, John Seely and Paul Duguid (2000). 'Practice Makes Process,' in *The Social Life of Information*. Boston, MA: Harvard Business School Press, pp. 117—146.

- Australasian Business Intelligence (<http://www.abix.com.au>).
- Octapod (<http://www.octapod.org>).
- *The Social Life of Information* (<http://www.slofi.com/>).
- Xerox PARC (<http://www.parc.xerox.com/>).

Optional Readings

Aldrich, Douglas F. (1999). 'The Evolution of Organizational Structures,' in *Mastering The Digital Marketplace: Practical Strategies for Competitiveness in the New Economy*. New York: John Wiley & Sons, pp. 119—139.

De Geus, Arie (1999). *The Living Company: Growth, Learning and Longevity In Business*. London: Nicholas Brealey Publishing.

Senge, Peter (1993). *The Fifth Discipline: The Art and Practice of the Learning Organization*. London: Century Business.

Senge, Peter et al (1994). *The Fifth Discipline Guidebook: Strategies and Tools for Building a Learning Organization*. New York: Currency.

Sherwood, Dennis (2000). *Seeing The Forest For The Trees: A Manager's Guide To Applying Systems Thinking*. London: Nicholas Brealey Publishing.

Week 12: 13—17 October 2003**Monitor and Continuously Improve Online Customer Service
Quality Assurance for B2B and B2C Companies**

- Second Submission of Portfolio.

Set Readings

Braunstein, Marc and Edward H. Levine (2000). 'Customer Service on the Line,' in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 158—163.

Chaffey, Dave (2002). 'Business-to-Consumer Internet Marketing: The Retail Example,' in *Internet Marketing: Strategy, Implementation, Practice* (2nd ed). New York: Financial Times, pp. 400—424.

Chaffey, Dave (2002). 'Business-to-Business Internet Marketing,' in *Internet Marketing: Strategy, Implementation, Practice* (2nd ed). New York: Financial Times, pp. 425—447.

Week 13: 20—24 October 2003**Monitor and Continuously Improve Online Customer Service
Benchmarking and Industry ‘Best Practice’**

The case studies approach recognizes a pantheon of ‘best practice’ companies for the online customer service function. This seminar will revisit some key companies and re-examine, in-depth, their ‘best practice’ achievements. The online environment will enable organizations to ‘benchmark’ the customer service functions of their competitors, and to adapt insights and innovations from other industries and sectors. What makes these organizations truly remarkable is that their customer service philosophy is integral to the *entire* organization, not just to one department. Their founders have openly embraced the customer service role, providing top-down leadership, while also facilitating individual entrepreneurs. Despite many challenges and setbacks, this capability has been the key to their continuous innovation and organizational renewal.

Set Readings

Packard, David (1995). ‘Listening To Customers,’ in *The HP Way: How Bill And I Built Our Company*. New York: HarperBusiness, pp. 110—125.

Dell, Michael (1999). ‘Developing A Customer-Focused Philosophy,’ in *Direct From Dell: Strategies That Revolutionized An Industry*. New York: HarperBusiness, 1999, pp. 157—169.

- Amazon (<http://www.amazon.com>).
- Dell (<http://www.dell.com>).
- Hewlett-Packard (<http://www.hp.com>).

Optional Readings

Magretta, Joan (ed). (1999). *Managing In The New Economy*. Boston, MA: Harvard Business School Press.

Week 14: 27—30 October 2003**Monitor and Continuously Improve Online Customer Service
Environmental Scanning****Set Readings**

- Arlington Institute (<http://www.arlingtoninstitute.org>).
- Australian Foresight Institute (<http://www.swin.edu.au/afi>).

Optional Readings

Burns, Alex (2003). *Business Intelligence Presentation*. Hawthorn, VIC: Australian Foresight Institute.

Inayatullah, Sohail (2002). *Questioning The Future: Futures Studies, Action Learning and Organizational Transformation*. Taiwan: Tamkang University.

Schwartz, Peter (1996). *The Art of the Long View: Planning For The Future In An Uncertain World*. North Sydney, NSW: Richmond Ventures.

Slaughter, Richard A. (2001). *The Knowledge Base of Futures Studies* (4 vols). Indooroopilly, QLD: Futures Study Centre.

Slaughter, Richard A. (2001). *Futures For The Third Millennium: Enabling The Forward View*. Sydney, NSW: Prospect Media.

Week 15: 3—7 November 2003**Monitor and Continuously Improve Online Customer Service
Dealing With Globalization**

- Tuesday Cup Day holiday.

The past 15 years has witnessed the transition from the Cold War's end to a new era of globalization. The online customer service role manifested because of technological globalization, which connects the world by the Internet, mobile phones, and other tools. In order to see the 'bigger picture,' it is useful to understand economic and cultural globalization shapes the Social, Technological, Economic, Environmental and Political (STEEP) factors shape the business environment. The globalization debate also provides a laboratory to see how different authors interact with their readers and critics. Online customer staff must be flexible enough to see their organization and its processes from several different viewpoints. And what is the future of the customer service role if companies will outsource them to Bangalore, India?

Set Readings

Friedman, Thomas (2000). 'The Lexus and the Olive Tree,' in *The Lexus and the Olive Tree*, London: HarperCollins, pp. 29—43.

Friedman, Thomas (2000). 'The Golden Straitjacket,' in *The Lexus and the Olive Tree*, London: HarperCollins, pp. 101—111.

Naismith, Luke (2002). 'Summary of *The Lexus and the Olive Tree*', Hawthorn, VIC: Australian Foresight Institute.

- *The Commanding Heights* (<http://www.pbs.org/commandingheights/>).
- *The Age* (<http://www.theage.com.au>).
- *The Australian* (<http://www.theaustralian.com.au>).

Optional Readings

BBC Radio (1999). *Reith Lectures: Anthony Giddens on the 'Runaway World.'*
http://news.bbc.co.uk/hi/english/static/events/reith_99/default.htm

Huntington, Samuel P. (1993). 'The Clash of Civilizations?' *Foreign Policy*. Summer.
http://www.lander.edu/atannenbaum/Tannenbaum%20courses%20folder/POLS%20103%20World%20Politics/103_huntington_clash_of_civilizations_full_text.htm

Huntington, Samuel P. (1996). *The Clash of Civilizations and the Remaking of World Order*. New York: Simon & Schuster.

Yergin, Daniel and Joseph Stanislaw (2002). *The Commanding Heights: The Battle for the World Economy* (rev ed.). New York: Touchstone Books.

- Thomas Friedman
(<http://www.nytimes.com/top/opinion/editorialsandoped/oped/columnists/thomaslfriedman/>).
- Francis Fukuyama (<http://www.sais-jhu.edu/faculty/fukuyama/>).
- Anthony Giddens (<http://www.lse.ac.uk/Giddens/>).
- Noreena Hertz (<http://www.lse.ac.uk/collections/globalDimensions/globalisation/hertz/>).
- Robert Kaplan (<http://www.theatlantic.com/unbound/kaplan/rklist.htm>).
- Naomi Klein (<http://www.nologo.org>).
- Paul Krugman (<http://www.wss.princeton.edu/~pkrugman/>).
- George Monbiot (<http://www.monbiot.org>).
- Greg Palast (<http://www.gregpalast.com/>).
- John Ralston Saul (http://www.gg.ca/john-ralston-saul/index_e.asp).
- John Ralston Saul: 'Democracy & Globalization' lectures
(<http://www.abc.net.au/specials/saul/default.htm>).
- Leslie Sklair (<http://www.lse.ac.uk/people/l.sklair@lse.ac.uk/>).
- George Soros (<http://www.soros.org>).

- *Australian Financial Review* (<http://www.afr.com.au>).
- *Business Week* (<http://www.businessweek.com>).
- *Financial Times* (<http://www.ft.com>).
- *Forbes* (<http://www.forbes.com>).
- *Fortune Magazine* (<http://www.fortune.com>).
- *The Economist* (<http://www.economist.com>).
- *Wall Street Journal* (<http://www.wsj.com>).

Week 16: 10—14 November 2003**Monitor and Continuously Improve Online Customer Service
Information Ecologies and Online Identities**

- Assignment Number 3.

The majority of managers have short-term perspectives on how the Internet has evolved and what its future might be. For the Internet pioneers, the evolution of a new communications medium has triggered deep psychological changes that are just beginning to be studied and understood. This seminar takes a long-range view of how organizations are evolving in an 'information ecology'. Online customer staff are often the first contact point for customers and users looking to 'navigate' this information. The writings of anthropologist Gregory Bateson, scientist John Lilly, novelist Neil Stephenson, and psychoanalyst Sherry Turkle, are crucial to understand how long-term exposure to an information-rich environment can affect staff in unforeseen ways.

Set Readings

Jonscher, Charles (1999). 'Who Are We In The Digital Age?' in *The Evolution of Wired Life*, New York: Wiley, pp. 245—274.

Turke, Sherry (1995). *Life On The Screen: Identity in the Age of the Internet*. London: Weidenfeld & Nicholson.

- Gregory Bateson (<http://www.oikos.org/baten.htm>).
- John Lilly (<http://www.johnclilly.com/>).
- Neil Stephenson (<http://www.well.com/user/neal/>).
- Sherry Turkle (<http://web.mit.edu/sturkle/www/>).

Optional Readings

Braunstein, Marc and Edward H. Levine (2000). 'Ethics and Law,' in *Deep Branding on the Internet*. Roseville, CA: Prima Venture, pp. 406—444.

Kelly, Kevin (1995). *Out of Control: The New Biology of Machines*. London: Fourth Estate. (<http://www.kk.org/outofcontrol/contents.php>).

Negroponte, Nicholas (1995). *Being Digital*. New York: Knopf.

Ray, Paul H. and Sherry Ruth Anderson (2000). *The Cultural Creatives: How 50 Million People Are Changing The World*. New York: Three Rivers Press.

Stephenson, Neil (1993). *Snowcrash*. London: Roc Books.

Stephenson, Neil (1995). *The Diamond Age*. New York: Bantam Books.

Week 17: 17—21 November 2003
Assessment Period

- Third Submission of Portfolio.

Assessment tasks, specifically the Portfolio and Case Study, will be discussed in the seminar. I will spend most of this class in individual consultation with each student about their work, feedback on the seminars, and careers mentoring.

Week 18: 24—28 November 2003
Review

A summary of key themes discussed throughout the course.