

University of Montana

ScholarWorks at University of Montana

University of Montana Course Syllabi

Open Educational Resources (OER)

Spring 1-2003

MBA 694.01: Managing Customer Complaints as a Source of Competitive Advantage

Nader H. Shooshtari

University of Montana - Missoula, nader.shooshtari@umontana.edu

Follow this and additional works at: <https://scholarworks.umt.edu/syllabi>

Let us know how access to this document benefits you.

Recommended Citation

Shooshtari, Nader H., "MBA 694.01: Managing Customer Complaints as a Source of Competitive Advantage" (2003). *University of Montana Course Syllabi*. 4204.
<https://scholarworks.umt.edu/syllabi/4204>

This Syllabus is brought to you for free and open access by the Open Educational Resources (OER) at ScholarWorks at University of Montana. It has been accepted for inclusion in University of Montana Course Syllabi by an authorized administrator of ScholarWorks at University of Montana. For more information, please contact scholarworks@mso.umt.edu.

MBA 694

**Managing Customer Complaints as a Source of
Competitive Advantage**

Professor Shooshtari

Spring 2003

MBA 694 – Section 60
Instructor: Dr. Nader H. Shooshtari

Managing Customer Complaints as a Source of Competitive Advantage

Course Description:

Businesses often consider customer complaints as a necessary evil, a nuisance that goes with the conduct of their daily business. What is lacking is a true appreciation of how to deal with disgruntled customers and to use customer complaints as input that would help the company improve its performance and gain an edge over its competitors. In short, a firm must respond strategically to complaints in a manner that allows the firm to keep its customers and acquire new ones.

In this course, we attempt to reach the following objectives:

1. To understand the concept of customer satisfaction and how successful firms engage in “Relationship Marketing” with their customers to gain their loyalty.
2. To understand the relationship between customer complaining behavior and customer satisfaction; the absence of complaints does not mean none exists or that customers are satisfied.
3. To develop a proactive methodology for receiving and handling customer complaints and to use that information to increase customer satisfaction through improving the firm’s service and performance, gaining a differential advantage over competitors.

Course Structure and Assignments:

This course will utilize a combination of class discussions, case exercises, and some lecture on the topics of customer satisfaction, customer complaints and creating long-term customer value and loyalty. The emphasis will be on class participation and interaction, and realistic case scenarios. There will also be a final written project that the students will submit within two weeks after the course completion. The required reading material is included in a facpack that the students can obtain from the UM Bookstore.

Case Assignments:

1. No returns or exchanges without a receipt: Encounter at the retail store
2. The Medical Examination
3. The Case of the Complaining Customer
4. In-class handout (unfamiliarity with the case is part of the case exercise)

MBA 694 – Class Schedule

Friday, February 21

Understanding Relationship Marketing
Customer complaints and satisfaction issues
Required readings: 1, 2, 3, 4.
Case 1: No returns or exchanges without a receipt:
Encounter at the retail store

Saturday, February 22

Turning Customer Complaints into a Competitive Advantage
Case 2: The Medical Examination
Case 3: The Case of the Complaining Customer
Required readings: 5, 6, 7, 8, 9.

Sunday, February 23

Tracking Complaints, Customer Satisfaction Audit
Challenges Facing the Organization in Adopting a Customer Service Orientation.
Case 4: In-class handout
Required readings: 10, 11, 12.

Grades are weighed as follows

4 cases (15% each)	60%
Class participation	10%
Final written project	30%
Total	100%

Course Grade Assignment

90-100%	=	A
80-89%	=	B
70-79%	=	C
60-69%	=	D
Below 60%	=	F

Required Readings:

1. Relationship marketing: Strategic and tactical implications. **Management Decision**, May, 1996.
2. Thank Heavens for Complainers. **Management Review**, March 1997.
3. Yes, Please Complain! **Canadian Banker**, March-April, 1990.
4. The Economics of Customer Satisfaction. **Harvard Business Review**, April 1999.
5. How to Turn Complaints Into Business. **Agency Sales Magazine**, August 1990.
6. I Hunt for Dissatisfied Customers, Part I, **American Salesman**, May 1991.
7. I Hunt for Dissatisfied Customers, Part II, **American Salesman**, June 1991.
8. Why Loyal Employees and Customers Improve Bottom Line. **The Journal of Quality & Participation**, March-April, 2000.
9. Why customer satisfaction starts with HR. **Workforce**, May 2002.
10. Five Myths About Customer Satisfaction. **Quality Progress**, December 1996.
11. Torment Your Customers (They'll Love It). **Harvard Business Review**, October 2001.
12. Co-opting Customer Competence. **Harvard Business Review**, Jan-Feb, 2000.