



MKTG814

Managing Customer Relationships

S2 External 2014

Dept of Marketing and Management

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General Information

Unit convenor and teaching staff

Con Korkofingas

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To be arranged with the online class

Credit points

4

Prerequisites

BUS651 or MKTG696 or admission to MCom or MIntBus or MEc or MActPrac prior to 2011

Corequisites

Co-badged status

Unit description

The area of customer relationship management (CRM) has become an increasingly important area for most organisations as they operate in increasingly competitive environments where they must attract, retain and develop customers. This unit will develop students' understanding of the concept of CRM; promote a deeper understanding of the process of CRM; and encourage students to become sensitive to the value of developing deep relationships with customers and the value of these relationships in the long term success of any business. Students will analyse domestic and international case studies and will develop their own CRM strategy as part of a final assignment.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.

Understand and analyse the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.

Understand and evaluate the enabling role that technology plays in supporting customer management initiatives.

Assessment Tasks

Name	Weighting	Due
<u>Case Study/Report</u>	40%	14/09 by 10 pm
<u>Assessed Coursework</u>	20%	24/08 (S1), 07/09 (S2)
<u>Class Participation</u>	10%	10/08 (F1), 05/09 (F2)
<u>Class Quizzes</u>	30%	17/08 (Q1), 31/08 (Q2)

Case Study/Report

Due: **14/09 by 10 pm**

Weighting: **40%**

Description:

- The Case study report will be an investigation of CRM in a real world organisation.
- The purpose of the Case study report is to provide an opportunity for students to apply learning of customer relationship management techniques to real world situations.
- The report will require students to analyse interactions that customers have with a variety of organisations and to commence developing a critical analysis of these experiences. The focus will be on analysis of customer behaviour issues and their connection to relevant relationships, analysis of organisational strategies, practices regarding social media and the impact of digital technologies on the customer/organisational relationship.
- The Case study report is due at the time indicated in the topic schedule.
- The Case study report will be worth 40% of the total marks awarded in this unit.
- The Case study report will be submitted online to the relevant submission box provided on the MKTG814 i-learn website by the due date and time.

Marking Criteria:

- The marking criteria will be commensurate to how the objectives of the assessment are met.
- The grade will be awarded based on the relevance and quality of the student's analysis.
- **There will be a late penalty of 20% of the potential marks for the case study report components for each day (or part day) late after the due dates indicated in the topic schedule.**

On successful completion you will be able to:

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand and analyse the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.

Assessed Coursework

Due: **24/08 (S1), 07/09 (S2)**

Weighting: **20%**

Description:

- Two sets of submission questions will be collected over the course of the semester.
- There will be several submission questions assigned for the weeks indicated in the topic schedule.
- Students are expected to provide written answers to all these submission questions and submit them online by the date indicated in the Topic schedule for that week.
- The unit convenor will mark the answers to the submission questions for all students.
- The two submissions will each be worth 10% of the total grade in the unit.

Marking Criteria:

- The marking criteria will be commensurate to how the objectives of the assessment are met.
- The grade will be awarded based on the relevance and quality of the student's answers.
- **There will be no provision for students to submit after the time indicated in the topic schedule. Late submissions will be given a zero mark.**

On successful completion you will be able to:

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Class Participation

Due: **10/08 (F1), 05/09 (F2)**

Weighting: **10%**

Description:

- There will be for the assigned discussion weeks additional reading/viewing materials which will have associated discussion questions.
- Students are expected to read the additional materials and participate in the particular discussion forum associated with those reading materials.
- The forum will be open until the indicated time in the class schedule for each week
- Forum participation is due in the relevant weeks and by the times indicated in the Topic schedule.
- Forum submissions will be in the relevant discussion forum for the relevant module.

Marking Criteria:

- The assessment of the forum participation will be based on both the quantity and the quality of participation in the discussion.
- The convenor will assess the student's contribution on the depth of discussion, the linking of the discussion to the reading/video materials, the linking of discussion to relevant unit concepts and uniqueness of the student participation.
- The forum discussion mark will be worth 10% of the grade in the unit
- **There will be no provision for late submissions after the due dates/times indicated in the topic schedule.**

On successful completion you will be able to:

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Class Quizzes

Due: **17/08 (Q1), 31/08 (Q2)**

Weighting: **30%**

Description:

- There will be two (2) class quizzes over the course of the semester.
- Each class quiz will comprise 20 multiple choice questions. Each quiz will be time limited to 30 minutes.
- The questions will be based on the topics indicated in the class schedule above
- All materials in the unit including audiovisual presentation, text, additional reading/viewing materials and assessments are examinable.
- The quizzes will be conducted online in the MKTG814 i-learn website on the dates indicated in the topic schedule
- Typically the quiz will be open online for a limited number of hours on the day of the indicated submission dates. Each quiz will be worth 15% of the total grade in the unit.

Marking Criteria:

- Marking will be based on the correctness of the answers via the multiple choice format.
- The grade will be awarded based on the number of correct answers in each quiz.
- **It will not be possible to submit class quizzes after the due dates/times indicated in the topic schedule. Students who do not submit the class quizzes by the due dates/times will receive zero marks for that assessment.**

On successful completion you will be able to:

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Delivery and Resources

Classes

- As this is an online unit there are no formal classes to attend. However students are expected to read the posted lecture and other materials each week, complete assigned exercises and engage in online discussions and forums.
- Professional authority forms (which may include medical certificates) must be provided if you are not able to complete assessment in due time. These forms must detail the nature of the reason for your late or non-submission of assessment with clear

information provided by the professional signing the form.

- Students should become familiar with the disruptions to studies policy found in http://students.mq.edu.au/student_admin/exams/disruption_to_studies/

Teaching and Learning Activities

- The unit is taught online using online learning components such as audiovisual presentations, readings, case studies, videos, practical demonstrations and discussion forums. Students are expected to spend time engaging with all of the provided online components to facilitate their learning of relevant concepts.
- A Research Report will provide students with the opportunity to study customer relationship management in the context of personal customer related experiences and/or business organisations, their customer relationship management strategies and implementation of customer relationship projects

What is expected from students in this unit?

You are expected to:

- Read widely in the areas of customer relationship management and customer satisfaction.
- Follow current developments in the market place and relate these to customer relationship management issues.
- Contribute your personal customer experiences over a wide range of sectors and product types in forum discussion.
- Analyse personal customer experiences and assess their impact not only on customers but also on the organisation.
- Be able to apply the learning materials to current or potential real-world situations
- Demonstrate enthusiasm for the subject; challenge assumptions and explore opposing points of view.

In order to optimize the value of learning, it is strongly advised to engage with the learning resources available (including the learning materials on the unit website and the unit text) on each particular topic so that you have a rounded knowledge of the relevant concepts. To further reinforce these concepts, students will be asked to complete some revision questions on the relevant concepts each week and to participate in forum discussion. There will be assessment marks allocated to the revision questions and to the quality and quantity of the participation in the forum discussion.

The amount of time spent will vary for each individual, depending on competencies and proficiency in any area. An approximation is between 80-120 hours per unit, which is an average of 8-12 hours per week. Effective learning requires interaction between you, your peers and your lecturer or facilitator. The better prepared you are for each forum discussion the greater the

learning value from more focused questions and discussions. In addition, reflecting on what you have learned is an important process for you to confidently apply your newly learned skills. Therefore, in order to gain the most learning value from the synergistic relationship between your support materials and your specific unit material it is highly recommended you follow these steps for each week:

1. Read the chapters of the prescribed text and any other materials the lecturer has advised
2. Engage with the audiovisual presentations of learning material for each topic that will be available on the unit web page, which can be found at: <https://ilearn.mq.edu.au/>
3. Use the reflection journal and interactive quizzes connected to each audio-visual presentation to identify clearly what you have learnt and what you may be unsure of in each topic. Try to resolve anything that you are unsure of by use of the forum discussion or through contact with peers or the lecturer.
4. Try to work on relevant assessment tasks after you have engaged with the online materials when concepts, theories and current issues from the materials are fresh in your mind
5. Submit the relevant assessment tasks for each topic by their respective due dates and times.

Readings

Recommended Text:

Payne, A. and Frow, P. (2013). **Strategic Customer Management – Integrating Relationship Management and CRM**. 1st Edition. Cambridge University Press

Other Relevant Academic Texts:

- **Buttle, F. (2011)**. Customer Relationship Management: Concepts and Technologies. 2nd Edition. Oxford: Elsevier Butterworth-Heinemann.
- **Peelen E. and Beltman R. (2013)**. Customer Relationship Management. 2nd Edition. Pearson United Kingdom

Other texts of interest include:

- The Loyalty Effect: The Hidden Force behind Growth, Profits, and Lasting Value – Frederick F. Reichheld
- Managing Customer Value: Creating Quality & Service that Customers Can See - Bradley T. Gale
- The Only Thing That Matters: Bringing the Power of the Customer into the Center of Your Business – Karl Albrecht
- Market-Based Management: Strategies for Growing Customer Value and Profitability –

Roger J. Best

Magazines/Journals:

You'll find the following magazines and journals particularly helpful.

- Harvard Business Review
- Management Today
- Customer Relationship Management

Online communities and knowledge bases:

- <http://www.mycustomer.com> <http://www.customerthink.com> <http://www.crm2day.com>
- <http://www.intelligententerprise.com> <http://www.gccrm.com>
- <http://www.knowledgestorm.com> <http://www.contactcenterworld.com>
- <http://www.customerservicemanager.com> <http://www.crmdirectory.com>
- <http://crm.tmcnet.com> <http://www.online-crm.com> <http://searchcrm.techtarget.com/>
- Analyst websites <http://www.forrester.com/rb/cxp> <http://www.gartner.com/lnit>

Other Readings and Materials:

There will be other readings and materials that will be provided on the MKTG814 unit website. These will all be linked through e-reserve.

Examinable Materials:

- All specified readings will be EXAMINABLE All forum discussion materials relating to the unit directly will be EXAMINABLE
- The learning materials in this unit will consist of a number of components; the key component will be audiovisual video presentations on relevant customer relationship management topics. These video presentations will include PowerPoint slides, links to videos, case studies, relevant websites and links to facilities for self-reflection (reflection journal) and self-testing (interactive quizzes).
- Students are expected to spend some time each week going through the learning materials and related content and to learn the relevant concepts. This learning can be reinforced by reference to the relevant parts of the unit text and other related materials available on the unit website.

Technology

Technology used in the unit is centred around Internet access to use Macquarie Universities online learning management system (iLearn), to access course materials such as reading materials, view iLectures and participate in class discussions.

The technology requirements for students to access materials and complete all assessment will be:

- Personal Computer (PC or Mac) or Tablet Computer (iPad or Android Internet access)
- Internet browser (Safari, Chrome, Firefox, Internet Explorer)
- Media Player (Quicktime, iTunes, VLC, RealPlayer etc)
- Word Processing software (Word, Pages etc)
- Presentation software (PowerPoint, Keynote etc)

Unit Web Page:

The web page for this unit can be found at: <https://ilearn.mq.edu.au>. If you are having trouble logging in to the ilearn facility or other ilearn related difficulties please use request assistance using the provided links on the iLearn webpage.

Timetables:

Students can find relevant information about the timetabling of this and other units by the following link:

<http://timetables.mq.edu.au>

Unit Schedule

Week Commences	Topics	Text (Payne & Frow)	Assessment Tasks
Module 1 Mon 4 th August	<p><u>T1 CRM Introduction</u></p> <p>History, Evolution</p> <p><u>T2 Introduction to Relationships</u></p> <p>Theory of Relationships</p>	Ch 1, 2, 4	<u>Forum Questions/Discussion 1</u> (Due Sunday 10 th August 10pm)

<p>Module 2</p> <p>Mon 11th August</p>	<p><u>T3 Customer Behaviour I</u></p> <p>Theory, Value, Value Propositions</p> <p><u>T4 Customer Behaviour II</u></p> <p>Satisfaction, Segments</p>	<p>Ch 3</p>	<p><u>Quiz 1 (15%) Covers T1-T4</u></p> <p>(Due by Sunday 17th August 10pm)</p>
<p>Module 3</p> <p>Relationships II</p> <p>Mon 18th August</p>	<p><u>T5 Organisational View of Relationships</u></p> <p>Customer Lifetime Value, New Customers</p> <p><u>T6 Customer Development</u></p> <p>Customer Retention, Maintenance and Termination</p>	<p>Ch 7</p>	<p><u>Submission Questions 1</u></p> <p>(Due Sunday 24th August 10pm)</p>
<p>Module 4</p> <p>Mon 25th August</p>	<p><u>T7 Organisational Issues</u></p> <p>Organisational Structure, Culture</p> <p><u>T8 Managing Networks</u></p> <p>Networks, Other Relations</p>	<p>Ch 4, 6</p>	<p><u>Quiz 2 (15%) Covers T5-T8</u></p> <p>(Due by Sunday 31st August, 10pm)</p>
<p>Module 5</p> <p>Mon 1st September</p>	<p><u>T9 Technology I</u></p> <p>CRM Technology - Systems</p> <p><u>T10 Technology II</u></p> <p>CRM Technology - Processes</p>	<p>Ch 8, 9</p>	<p><u>Forum Questions/Discussion 2</u></p> <p>(Due Friday 5th September, 10pm)</p> <p><u>Submission Questions 2</u></p> <p>(Due Sunday 7th September, 10pm)</p>

Module 6 Mon 8 th September	<u>T11 Technology III</u> Data Analysis, Social Media <u>T12 CRM in Practice</u> CRM in Business, Implementation Issues	Ch 5, 10, 11	<u>Case Study Report (40%)</u> (Due Sunday 14 th September, 10pm)
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Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand and analyse the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.
- Understand and evaluate the enabling role that technology plays in supporting customer management initiatives.

Assessment tasks

- Case Study/Report
- Assessed Coursework
- Class Participation

- Class Quizzes

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand and analyse the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.
- Understand and evaluate the enabling role that technology plays in supporting customer management initiatives.

Assessment tasks

- Case Study/Report
- Assessed Coursework
- Class Participation
- Class Quizzes

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
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management initiatives.

Assessment tasks

- Case Study/Report
- Class Participation
- Class Quizzes

Changes from Previous Offering

There are some changes to the previous offering of the online unit in S2, 2013: 1. The unit will be delivered in a 6 Week block instead of the usual 13 semester block 2. The number of assessed coursework submissions has been reduced from four (4) to two (2) submissions 3. The weighting of the assessed coursework component is now 20% instead of 25% 4. The weighting of the forum/class discussion component has been decreased from 15% to 10% 5. A class quiz component has been introduced with two quizzes worth 15% each 6. The individual essay has been dropped from the assessment components. 7. The final examination component (40%) has been replaced with a case study report component also worth 40%

Research and Practice

- This unit gives you practice in applying research findings in the areas of customer relationship management, customer experience and customer satisfaction in your assignments
- This unit gives you opportunities to conduct your own research
- This unit will also rely on research from current books, journal articles (eg. Journal of Marketing Management, Journal of Customer Satisfaction/Dissatisfaction, Journal of Marketing Research etc) and from relevant magazines