



# MKTG308

## Customer Relationship Management

S1 Evening 2014

*Dept of Marketing and Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor

Con Korkofingas

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E4A-629

Tuesday 4-6 pm

Credit points

3

Prerequisites

(STAT122 or STAT170 or STAT171 or PSY122) and 6cp at 200 level including (MKTG202 or MKTG203 or MKTG204 or MKTG208 or MKTG210 or MKTG213 or BBA203 or BBA213)

Corequisites

Co-badged status

Unit description

Conventional marketing theory and corporate mission statements lead us to believe that today's organisations should understand and serve customers well. The reality of our experiences as customers is often quite different; conflicting goals, the interests of stakeholders, and even traditional management theory all conspire to ensure that customers are left wondering why they "can't get no satisfaction" (Mick Jagger, 1965). In this unit we explore what customer relationship management (CRM) is really about, and present a proven, managerially-relevant approach to succeeding with CRM programs. CRM normally requires software implementation, but more importantly it involves the alignment of strategy, people, processes and information technology with a strategic focus on customers in order to succeed. Key topics include: customer strategies; customer value; loyalty; experience; life cycle management; sales force automation; marketing automation; service automation; customer profitability; benchmarking; and program implementation. The project in this unit allows students to conduct some simple research based on their own experience as a customer of various organisations.

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

Understand, reconcile and integrate core marketing disciplines and customer relationship management principles.

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

## Assessment Tasks

Name	Weighting	Due
<u>Assessed Coursework</u>	15%	In Tutorials
<u>Class Tests</u>	15%	See Class Schedule
<u>CRM Group Project</u>	30%	Weeks 7, 11 In Tutorial Class
<u>Final Examination</u>	40%	Formal Examination Period

### Assessed Coursework

Due: **In Tutorials**

Weighting: **15%**

- Three (3) sets of tutorial questions will be collected over the course of the semester
- There will be several tutorials questions assigned for each week's tutorial (other than those tutorials with a quiz). Students are expected to provide written answers to all these tutorial questions and have them available for collection in their tutorial class
- Three times during the semester (weeks selected by your tutor at random), the tutor will collect the answers to the tutorial questions for marking from all students.
- There will be no provision for students to hand in their answers to their tutor or other staff member after completion of the tutorial (unless special permission has been sought and granted before the tutorial)

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## Class Tests

Due: **See Class Schedule**

Weighting: **15%**

- Duration for each Class Test is 45 mins held during tutorials (Weeks 6 and 10)
- Each Class Test will comprise of 20 multiple choice questions + 4 short answer questions
- The Class Tests are closed book.
- Questions will be based on the lectures indicated in the Class Schedule above
- Students must attend the tutorial in which they are enrolled. Failure to do so will lead to no marks for that Class Test.
- **Note:** Each Class Test will be worth 7.5 % of the raw assessment total mark.
- There will be no provision for re-sits of the class tests. If a student misses the class test they will score zero unless they have applied for and received special consideration.

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## CRM Group Project

Due: **Weeks 7, 11 In Tutorial Class**

Weighting: **30%**

There will be two components to the group work component of total assessment in MKTG308. The first component will be a Project Report worth 20% of the total assessment marks. The second component will be based on 2 presentations related to the group project report and associated tutorial work. The presentation component is worth 10% of the total assessment marks. For further details of the presentation component see the relevant table above.

Project Report (20%):

Aim: This Project seeks to understand to what degree organisations have implemented CRM by analysing customer experiences with selected organisations, the organisations' use of CRM for customer acquisition, retention and development and the organisations' use of technology (websites, social media, email) to enhance their CRM. The objective of the Project is to analyse all of this data to ascertain the level of implementation of CRM for the organisations, the consistency of CRM implementation and the potential implications for the organisations CRM related strategy and performance.

Due:

The group Project report is due in week 11 in your tutorial class. Project reports handed in at later tutorials on the day due will be penalized 20% of the potential marks for the Project. For every further day late a further 20% penalty will apply for each day late. A cover sheet must be attached with the names and SIDs of all participating students in the group.

*General Approach:*

Students will undertake research about organisations and their implementation of CRM. Data may be obtained from surveys, observations, physical evidence such as websites, brochures etc. and through other sources. Each group member will collect a small amount of data and the combined data for the group will be analysed. From this analysis each group is expected to submit a written report outlining the research findings and conclusions. Some detail on the general nature of the report is provided below but more specific detail on the nature of the research and the submission of the report will be given by week 3 of the semester.

Group Formation and Rules:

Students will form groups of 5 within their enrolled tutorial group. It will not be possible to form groups containing members from different tutorials. Group formation will be take place in tutorials in week 2 and should be finalised by week 4. You must register your group with your tutor by the end of week 4. You will also need to register a group leader including the contact details of the group leader with your tutor. Groups must be finalised by the end of week 4 and no changes to groups will be allowed after this time except in extreme circumstances. After week 4 your group will be allocated a group number. This group number should appear on your group report submission.

A peer assessment form needs to be completed by every member of the group (a peer assessment form is attached to this outline). All of the peer assessment forms for the group need to be attached to the group assignment submission on the pages following the cover sheet. It is the responsibility of the group leader to ensure that all completed peer assessment forms are included in the group assignment submission. The peer assessment forms for the group will be considered when allocating marks for the group assignment to individual group members.

Apart from where directed, any intra-group allocation of tasks must be sorted within the group. Working with other groups on this Report can be beneficial, however students should ensure that all work reported is the work of the group. There will be heavy penalties for plagiarism (zero marks for this assessment component at a minimum).

Group Presentations (10%):

There will be two group presentations. Each presentation is worth 5% of the total assessment marks in MKTG308. The first presentation (5%) is related directly to the group report with groups required to give a 5-6 minute presentation on their group project in tutorials in Week 7. The presentation requirements will be given in the more formal documentation concerning the group project to be made available online. Students must submit a hard copy of the presentation slides to their tutor at the Week 7 tutorial.

The second presentation (5%) for the group will be a presentation relating to the the tutorial discussion (based on the tutorial discussion questions) in a designated tutorial through the semester.

There will be no provision for late submission of presentations. Groups who do not present at the designated tutorials will score zero for the relevant presentation.

On successful completion you will be able to:

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## Final Examination

Due: **Formal Examination Period**

Weighting: **40%**

- The duration of the exam is 3 hour plus 10 minutes held during the exam period.
- There will be 5 short essay questions to be completed selected from 7 provided questions.
- All materials in the unit including lectures, tutorials and all assessments are examinable.
- The examination is closed book
- If a student misses the final examination or feels that their performance was impacted by events or circumstances they should apply for special consideration. To be granted special consideration for the final examination students must have satisfactory coursework. It is not automatic that a supplementary examination will be awarded with an application for special consideration. Please see the University Policy regarding special consideration for more detail.

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## Delivery and Resources

- Number and length of classes: 3 hours face-to-face teaching per week, consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial. Note: Tutorials will commence in week 2.
- There will also be NO Lectures and Tutorials in Week 13 due to the Queen's birthday public holiday.
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Once the tutorial groups are formed, students cannot change their classes.
- Once groups for the project have been formed, students cannot change groups or the composition of their group unless in extreme circumstances.
- Attendance will be taken in the tutorials. You must attend at least 7 of the 11 tutorials – failure to do so will lead to you not receiving the mark awarded to your group for your group-work project.

### **Prescribed Text – Required Reading**

Buttle, F. (2011). Customer Relationship Management: Concepts and Technologies. 2<sup>nd</sup> Edition. Oxford: Elsevier Butterworth-Heinemann.

### **Unit Webpage**

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.

### **Changes to Assessment in 2014:**

There are some changes to the assessment components in 2014 relative to 2013.

- a) The class test component is worth (15%) compared to (25%) in 2013. Each class test in 2014 will consist of 20 multiple choice questions and 4 short answer questions.
- b) The Group Project component is worth 30% in 2014 compared to 25% in 2013. The group work component consists of a group project (20%) and 2 presentations in tutorials worth 5% each.
- c) The Assessed Coursework component is worth 15% in 2014 compared to 10% in 2013. There will be 3 sets of tutorial questions (each worth 5%) collected at random in 2014 instead of 2 sets in 2013.

The final examination component weighting and format remains unchanged in 2014 relative to 2013.



## Unit Schedule

No	Week Starting	Title	Tutorial Activity/ Other	Text Ch.
1.	3 Mar	Introduction, CRM overview, CRM History		1
2.	10 Mar	<b><u>Relationships 1 - Introduction</u></b> Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation	<b><u>Introduction</u></b> - <b><u>Form Project Groups</u></b>	2
3.	17 Mar	<b><u>Relationships 2 - Customer Value 1</u></b> Needs/Wants, Value, Customer Value Propositions, Segments, Experiences	<b><u>R1</u></b> – Relationship Theories	6, 7
4.	24 Mar	<b><u>Relationships 3 – Customer Value 2</u></b> Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain	<b><u>R2</u></b> – Customer Value, Experiences  <b><u>Group Registration Finalised</u></b>	<i>References</i>
5.	31 Mar	<b><u>Relationships 4 – Establishing Relationships</u></b> CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition	<b><u>R3</u></b> – Customer Satisfaction, Loyalty  -	5, 8
6.	7 Apr	<b><u>Relationships 5 – Progressing Relationships</u></b> Customer Engagement, Retention, Development and Termination of Relationships	<b><u>Class Test 1</u></b> (Covers Lectures 1-4)	9

		<b><u>MID SEMESTER BREAK</u></b>	-	
7.	28 Apr	<b><u>Managing CRM 1– Organisational Issues</u></b> Philosophy, Structures, Virtual Organisations, Key Account Management	<b><u>Group Project Presentations</u></b>	17
8.	5 May	<b><u>Managing CRM 2 – Other Relationships</u></b> Networks, Suppliers, Employees	<b><u>R4, R5 – Customer Retention and Development</u></b>	10, 11, 12
9.	12 May	<b><u>Managing CRM 3 –CRM Technology (General)</u></b> Information Technology, Information Systems, Multi-Channels, Warehousing, Integration	<b><u>Man CRM 1, 2 –</u></b> Organisational Issues, Other Relationships	4, 13
10.	19 May	<b><u>Managing CRM 4 –CRM Technology (Processes)</u></b> Marketing, Service, Sales	<b><u>Class Test 2</u></b> (Covers Lectures 5 - 8)	14, 15, 16
11.	26 May	<b><u>Managing CRM 5 – CRM Technology (Analytics)</u></b> Data Mining, Analytics, Digital Communications, Social Media	<b><u>Man CRM 3, 4 –</u></b> Information Technology, Automation  <b><u>Group Project Report Due in Tutorials</u></b>	4, References
12.	2 Jun	<b><u>Managing CRM 6 - Implementing and Analysing CRM Projects</u></b> CRM benchmarking, Planning, Implementation & Measurement, Revision	<b><u>Man CRM 5 –</u></b> Databases, Analytics, Social Media	3
13.	9 Jun	<b><u>No Lectures/Tutorials (9<sup>th</sup> June Public Holiday)</u></b>		

## 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](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](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](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/](https://students.mq.edu.au/support/student_conduct/)

## Grading Policy for MKTG308 Customer Relationship Management:

The raw marks achieved in the assessment components are preliminary and may undergo adjustments to determine the final SNG (Standardised Numerical Grade). There may be adjustments due to information contained in the peer reviews in the group project and presentations or for normal statistical scaling.

In this way the final SNG awarded to the student may not necessarily be identical to the summation or total of all the raw marks in each individual component.

Further, students are expected to perform satisfactorily in the total non-group work components (assessed coursework, class tests, final examination) which comprise 70% of the total raw marks in the unit. Failure to perform satisfactorily in the non-group work components overall may lead to a Fail grade being awarded in the unit.

## 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](http://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](http://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

### Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

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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### Assessment tasks

- Assessed Coursework
- Class Tests

- CRM Group Project
- Final Examination

## Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

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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### Assessment tasks

- Assessed Coursework
- CRM Group Project
- Final Examination

## Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

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, reconcile and integrate core marketing disciplines and customer relationship management principles.
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## **Assessment tasks**

- CRM Group Project
- Final Examination

## **Effective Communication**

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

## **Learning outcomes**

- Understand the critical need to place the customer and their experience with the organisation at the centre of an organisations focus when implementing CRM.
- Understand, reconcile and integrate core marketing disciplines and customer relationship management principles.
- Understand the enabling role that technology plays in supporting customer management initiatives.

## **Assessment tasks**

- Assessed Coursework
- Class Tests
- CRM Group Project
- Final Examination

## **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 papers and articles from current books, journals and other relevant magazines such as the Journal of Marketing Management, the

Journal of Consumer Behaviour, the Journal of Marketing and the Journal of Customer Satisfaction/Dissatisfaction and Complaining Behaviour.