MKTG714
Managing Customer Relationships
S1 Day 2016
Dept of Marketing and Management

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General Information

Unit convenor and teaching staff
Unit Convenor
Con Korkofingas
con.korkofingas@mq.edu.au
Contact via con.korkofingas@mq.edu.au
E4A-629
Monday 1-3 pm

June Buchanan
june.buchanan@mq.edu.au

Credit points
4

Prerequisites
Admission to MRes

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. Students will also develop a critical awareness of the CRM academic literature including contemporary theoretical and research issues.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/
Learning Outcomes

1. Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
2. Understand the critical need to place the customer and their experience at the centre of an organisation’s focus when implementing CRM.
3. Understand the enabling role of technology in supporting customer management initiatives.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Class Test</td>
<td>15%</td>
<td>Week 5 (30th March)</td>
</tr>
<tr>
<td>2. Literature Review</td>
<td>30%</td>
<td>Week 8 (27th April)</td>
</tr>
<tr>
<td>4. Case Study Report</td>
<td>30%</td>
<td>Week 13 (8th June)</td>
</tr>
</tbody>
</table>

1. Class Test

Due: Week 5 (30th March)
Weighting: 15%

There will be one class test in week 5 (Wednesday 30th March) held between 3 and 4 pm. The class test will be of one hour duration and will consist of multiple choice questions and short answer questions. The class test will cover all material from weeks 1-4 (inclusive) of the semester.

There will be no provision for re-sits of the class test. Students who miss the class test through unavoidable circumstances should submit an application for Disruption of Studies. It is not automatic that Disruption of Studies will be granted for the class test.

This Assessment Task relates to the following 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 the critical need to place the customer and their experience at the centre of an organisation’s focus when implementing CRM.
2. Literature Review

Due: **Week 8 (27th April)**

Weighting: **30%**

The Literature Review will consist of a 12-15 page (approximately 5000 words) written submission dealing with current issues in CRM. Students will be expected to review and critique current literature regarding the issues nominated. More details will be given on the nominated issues at the commencement of the semester.

The Literature Review Submission will be due in Week 8 of the semester (Wednesday 27th April by 6pm)

There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty. The penalty does not apply for cases in which an application for disruption to studies is made an approved. No submissions will be accepted after solutions have been posted.

This Assessment Task relates to the following 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 the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM

3. Group Report

Due: **Week 11 (25th May)**

Weighting: **25%**

Each group is to select an appropriate organisation, to investigate the current Customer Relationship Management (CRM) strategy being undertaken and to provide insight as to how it may be modified over the next 3 years.

The report should address the following major areas in detail, in addition to any other areas that are considered relevant to the organisation.

- **Why is a CRM strategy required by the organisation?**
- **What is the level of importance for the organisation's CRM strategy?**
- **What are the organisation's competitors doing in terms of CRM initiatives?**
- **What resources are required?**
What are the budget implications and ROI?

How can the CRM strategy be implemented, improved or managed?

More details will be given in the early weeks of the semester.

There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty). The penalty does not apply for cases in which an application for disruption to studies is made an approved. No submissions will be accepted after solutions have been posted.

This Assessment Task relates to the following 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 the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM
- Understand the enabling role of technology in supporting customer management initiatives.

4. Case Study Report

Due: Week 13 (8th June)

Weighting: 30%

Students will be provided with 1 or 2 case studies in class in Week 12 of the semester. Students will be asked to read these case studies and undertake research on these case studies. They will then be asked to provide answers to several questions in a case study report format due for submission in week 13. There will be 5 questions based on the case study or case studies provided. The Case Study Report is to be submitted in Week 13 of the semester (Wednesday 8th June by 6pm). More details on the Case Study Report will be given later in the semester.

There is no provision for late submission of the Case Study Report. Students who miss the case study report through unavoidable circumstances should submit an application for Disruption of Studies.

This Assessment Task relates to the following 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 the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM
• Understand the enabling role of technology in supporting customer management initiatives.

Delivery and Resources

Classes

• The unit consists of 13 weeks of classes.
• Lectures will be held on Mondays from 3pm-6pm.
• The timetable for classes can be found on the University website at: http://www.timetables.mq.edu.au

Required and Recommended Texts and/or Materials

Prescribed Textbooks:
• Available from the Macquarie University Co-op Bookshop and also available in the Macquarie University library

Other Relevant Texts:

Technology Used and Required
Technology used in the unit is centred around Internet access to use Macquarie University 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
Course material is available on the online learning management system (iLearn)
The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

Teaching and Learning Activities
The unit is taught in a lecture style format - The unit consists of 13 weeks of classes
Specifically, classes may comprise of:

- Lecture presentations
- Class discussions
- Case study discussions
- Group presentations
- Guest lecturer presentations

In order to optimize the value of learning, it is strongly advised to prepare before each class, enthusiastically participate in each class and then reflect on each class. The amount of time spent out of class 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 class. Effective learning requires interaction between you, your lecturer and your peers. The better prepared you are before each class 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 class:

Before Each Class
1. Read the chapters of the prescribed text and any other materials that the lecturer has advised
2. Pre-read the lecture presentation that will be available for download on the unit web page, which can be found at: https://learn.mq.edu.au/
3. Complete any group work that is required for the class

During Each Class
1. Contribute to each session with focused questions and discussions
2. Identify clearly what you learnt and what you may be unsure of from the class
3. Ask your lecturer about any questions or problems from the current or any previous classes
4. Ensure that you understand what is required of you for the next class

After Each Class

1. Review the content covered in the class
2. Identify clearly what you learnt and what you may be unsure of from the class and try to resolve anything that you are unsure of
3. Prepare for the next class, such as reading the relevant chapters from the prescribed text, or any other materials such as articles or case studies
4. Try to work on assessment tasks after the class, when concepts, theories and current issues from the class are fresh in your mind

Online Materials (iLearn)

The unit also makes use of the online learning management system (iLearn)

All 13 weeks of classes, will also be available on iLearn

Available on iLearn will be:

- Course notes (lecture slides)
- Articles
- Case studies

Unit Schedule

<table>
<thead>
<tr>
<th>No</th>
<th>Week</th>
<th>Title</th>
<th>Activity/ Other</th>
<th>Text Ch.</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>2 Mar</td>
<td>Introduction, CRM overview, CRM History</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Lecture Title</td>
<td>Key Topics</td>
<td>References</td>
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<tr>
<td>2.</td>
<td>9 Mar</td>
<td>Relationships 1 - Introduction</td>
<td>Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation</td>
<td>R1 – Relationship Theories</td>
</tr>
<tr>
<td>3.</td>
<td>16 Mar</td>
<td>Relationships 2 - Customer Value 1</td>
<td>Needs/Wants, Value, Customer Value Propositions, Segments, Experiences</td>
<td>R2 – Customer Value, Experiences</td>
</tr>
<tr>
<td>4.</td>
<td>23 Mar</td>
<td>Relationships 3 - Customer Value 2</td>
<td>Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain</td>
<td>R3 – Customer Satisfaction, Loyalty</td>
</tr>
<tr>
<td>5.</td>
<td>30 Mar</td>
<td>Relationships 4 - Establishing Relationships</td>
<td>CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition</td>
<td>Class Test (15%) In class: 1 hour (3 - 4 pm) Based on Lectures 1-4</td>
</tr>
</tbody>
</table>
|   |    | **6. 6 Apr** | **Relationships 5** – **Progressing Relationships**  
Customer Engagement, Retention, Development, Termination of Relationships | **R4, R5 –** Customer Retention and Development | 4 |
|---|---|---|---|---|---|
|   | **7. 27 Apr** | **Managing CRM 1 – Organisational Issues**  
Philosophy, Structures, Virtual Organisations, Key Account Management | **Man CRM 1**  
Organisational Issues |   | 13 |
|   | **8. 4 May** | **Managing CRM 2 – Other Relationships**  
Networks, Suppliers, Employees | **Man CRM 2**  
Other Relationships  
**Literature Review (30%) Due** |   | 13 |
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<td><strong>Managing CRM 3 – CRM Technology (General)</strong></td>
<td><strong>Managing CRM 3 – Information Technology</strong></td>
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<tr>
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<td>Information Technology, Information Systems, Multi-Channels, Warehousing, Integration</td>
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<td><strong>Man CRM 3</strong></td>
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<td>11</td>
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<td><strong>Managing CRM 4 – CRM Technology (Processes)</strong></td>
<td><strong>Managing CRM 4 – Automation</strong></td>
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<td>Marketing, Service, Sales</td>
<td>8, 9, 10</td>
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<td><strong>Man CRM 4</strong></td>
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<td>8, 9, 10</td>
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<tr>
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<td><strong>Managing CRM 5 – CRM Technology (Analytics)</strong></td>
<td><strong>Managing CRM 5 – Databases, Analytics</strong></td>
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<td>Data Mining, Analytics, Digital Communications, Social Media</td>
<td><strong>Group Report (25%)</strong></td>
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<td><strong>Due</strong></td>
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<td>12</td>
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<td></td>
<td><strong>Man CRM 5</strong></td>
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<td>12</td>
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<td></td>
<td><strong>Managing CRM 6 - Implementing and Analysing CRM Projects</strong></td>
<td><strong>Managing CRM 5, 6 – Social Media</strong></td>
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<td></td>
<td></td>
<td>CRM benchmarking, Planning, Implementation &amp; Measurement</td>
<td>14, 15</td>
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<td></td>
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<td><strong>Man CRM 5, 6</strong></td>
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<td>14, 15</td>
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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:


Grading Policy prior to Session 2 2016 [http://mq.edu.au/policy/docs/grading/policy.html]


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/]

Results

Results shown in iLearn, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit [ask.mq.edu.au].

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.
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 the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM
- Understand the enabling role of technology in supporting customer management initiatives.

**Assessment tasks**

- 1. Class Test
- 2. Literature Review
- 3. Group Report
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 the critical need to place the customer and their experience at the centre of an organisation's focus when implementing CRM
- Understand the enabling role of technology in supporting customer management initiatives.

**Assessment tasks**

- 1. Class Test
- 2. Literature Review
- 3. Group Report
- 4. Case Study Report

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

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 the enabling role of technology in supporting customer management initiatives.
Assessment tasks

• 1. Class Test
• 2. Literature Review
• 3. Group Report
• 4. Case Study Report

Changes from Previous Offering

The main change is that the literature review is now worth 30% of the total assessment marks compared to 20% in 2015. In addition the submission question component has been dropped and the case study question component has increased from 20% (2015) to 30% (2016) of total assessment marks.

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. Relevant journals are the Journal of Marketing, the Journal of Marketing Management, the Journal of Consumer Behaviour and the Journal of Customer Satisfaction/Dissatisfaction and Complaining Behaviour.