MKTG308
Customer Relationship Management
S1 Day 2016
Dept of Marketing and Management

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## General Information

### Unit convenor and teaching staff
- **Moderator**  
  Con Korkofingas  
  con.korkofingas@mq.edu.au  
  E4A 629  
  Monday 1 - 3 pm

- **Yang Yang**  
  yang.yang@mq.edu.au

### Credit points
3

### Prerequisites
(STAT150 or STAT170 or STAT171 or PSY122) and 6cp at 200 level including (MKTG202 or MKTG203 or MKTG204 or MKTG208 or MKTG210 or MKTG213)

### 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 experience with various organisations.

## 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/](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 with the organisation at the centre of an organisation's focus when implementing CRM.
3. Understand, reconcile and integrate core marketing disciplines and customer relationship management principles.
4. Understand the enabling role that technology plays in supporting customer management initiatives.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed Coursework</td>
<td>10%</td>
<td>In Tutorials</td>
</tr>
<tr>
<td>Class Tests</td>
<td>15%</td>
<td>See Class Schedule</td>
</tr>
<tr>
<td>CRM Group Project</td>
<td>25%</td>
<td>Weeks 8, 12 In Tutorial Class</td>
</tr>
<tr>
<td>Final Examination</td>
<td>50%</td>
<td>Formal Examination Period</td>
</tr>
</tbody>
</table>

Assessed Coursework

Due: In Tutorials
Weighting: 10%
Two (2) 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 class test). Students are expected to provide written answers to all these tutorial questions and have them available for collection in their tutorial class. Twice 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. Students need to hand in the answers to the tutor at the designated tutorial in person and submission by email even before the tutorial will not be accepted other than in exceptional circumstances. During the tutorials were tutorial questions are collected, in particular, students need to exhibit adequate participation in tutorial discussion to be eligible for the assessed coursework component marks. There will also 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).

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 with the organisation at the centre of an organisation's focus when implementing CRM.
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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 11)
• 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 disruption to 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 with the organisation at the centre of an organisations focus when implementing CRM.
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**CRM Group Project**

**Due:** **Weeks 8, 12 In Tutorial Class**
**Weighting:** **25%**

There will be two related components to the group work assessment component in MKTG308. One component will be a Project Report worth 15% of the total assessment marks. The second component will be based on a presentation related to the group project report. The group presentation component is worth 10% of the total assessment marks.

**Project Report (15%):**

**Aim:** This Project seeks to research the development and implementation of a CRM tool which can be used by an organisation in further developing strategy regarding customer relationships. Potential areas impacted by the relevant CRM tool may include customer acquisition, retention
and development, improving customer experience and engagement and through enhanced data analysis a better understanding of the organisation’s customers and customer behaviours.

The CRM tool will need to be integrated with the organisations’ customer related technology (websites, social media, email) to enhance overall organisational CRM. The objectives of the Project are to analyse the potential for a relevant CRM tool based on a provided organisational brief and, where applicable, to develop a prototype or blueprint of the CRM tool for the organisation.

The group Project report is due in week 12 (May 30th) in your tutorial class. No extensions will be granted. 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.

A cover sheet must be attached with the names and SIDs of all participating students in the group.

General Approach:

Students will work in groups to research and analyse the potential for a relevant CRM tool for a provided organisation. In addition, groups will need to provide, where applicable, a prototype or blueprint of the CRM tool that could be implemented by the organisation.

More 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 Presentation (10%):

Groups are required to give a 6-8 minute presentation on their group project in tutorials in Week 8 (May 2nd). The presentation requirements will be given in a more formal documentation concerning the group project to be made available online in the first few weeks of semester. Groups must submit a hard copy of their presentation slides to their tutor at the tutorial in Week 8.

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

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.
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Final Examination

Due: **Formal Examination Period**

Weighting: 50%

- The duration of the exam is 3 hour plus 10 minutes held during the exam period.
- Students will be required to answer 5 short essay questions to be selected from 7 provided questions.
- The case study section will be worth 10% and the short essay question section worth 40% of the total assessment marks.
- All materials in the unit including lectures, tutorials and all assessments are examinable in the final examination.
- 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 disruption to studies. Please see the University Policy regarding disruption to studies for more detail.
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.
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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.

The timetable for the unit can be found using the following link: [https://timetables.mq.edu.au/2016/](https://timetables.mq.edu.au/2016/)

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**


**Unit Webpage**

The web page for this unit can be found at: [https://ilearn.mq.edu.au](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 2016:**

There are three main changes to the assessment components in 2015 relative to 2014.

a) For the Assessed Coursework component in 2016 each of the two submissions will be each worth 5% of the total mark instead of 7.5%.

b) The Group Project weighting has decreased from 30% in 2015 to 25% in 2016. The final group report has decreased in weighting from 20% to 15%. The weighting of the presentation remains unchanged at 10%.
c) The Final Examination weighting has increased from 40% to 50.
Unit Schedule
<table>
<thead>
<tr>
<th>No</th>
<th>Lecture Date</th>
<th>Title</th>
<th>Tutorial Activity/Other</th>
<th>Text Ch.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>29 Feb</td>
<td>Introduction, CRM overview, CRM History</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>
| 2. | 7 Mar        | **Relationships 1** - **Intro/ Customer Value 1**
Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationships, Needs/Wants, Value | Introduction, Form Project Groups | 2, 6     |
| 3. | 14 Mar       | **Relationships 2** - **Customer Value 2**
Customer Value Propositions, Experiences, Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/ Profit chain | R1 – Relationship Theories, Customer Value, References | 2, 7     |
<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
<th>Topic</th>
<th>Assessments</th>
<th>Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>21 Mar</td>
<td><strong>Relationships 3</strong> – Establishing Relationships</td>
<td>R2 – Customer Experiences, Satisfaction, Loyalty</td>
<td>2, 3, 5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition</td>
<td>Group Registration Finalised</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>28 Mar</td>
<td>NO LECTURE OR TUTORIAL– EASTER MONDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>4 Apr</td>
<td><strong>Relationships 4</strong> – Progressing Relationships</td>
<td>Class Test 1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Engagement, Retention, Development and Termination of Relationships</td>
<td>(Covers Lectures 1-4 i.e Weeks 1-4)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>MID SEMESTER BREAK</strong></td>
<td></td>
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<tr>
<td>7.</td>
<td>25 April</td>
<td>NO LECTURE OR TUTORIAL – ANZAC DAY</td>
<td></td>
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<tr>
<td>No.</td>
<td>Date</td>
<td>Topic</td>
<td>Group Project Presentations</td>
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<td></td>
</tr>
<tr>
<td>8.</td>
<td>2 May</td>
<td>Managing CRM 1 – Organisational Issues</td>
<td>R3, R4 – Customer Retention and Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Philosophy, Structures, Virtual Organisations, Key Account Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>9 May</td>
<td>Managing CRM 2 – Other Relationships</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Networks, Suppliers, Employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>16 May</td>
<td>Managing CRM 3 – CRM Technology (General)</td>
<td>Man CRM 1, 2 – Organisational Issues, Other Relationships</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information Technology, Information Systems, Multi-Channels, Warehousing, Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>23 May</td>
<td>Managing CRM 4 – CRM Technology (Processes)</td>
<td>Class Test 2 (Covers Lectures 5 – 8 ie Weeks 6,8,9,10)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marketing, Service, Sales</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:

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


Student Support


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/)

**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.

**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 75% 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/](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**
Graduate Capabilities

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.
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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**

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**Assessment tasks**

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

**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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• Assessed Coursework
• CRM Group Project
• Final Examination

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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.